

1. CONTRACT IS A RATED ORDER UNDER DDAS (15 CFR 301)

2. DATE ISSUED

3. ADDRESS OFFER TO (if other than item 7)

PAGE OF

1 20 PAGES

CONTRACT NO

SOLICITATION NO.

4. TYPE OF SOLICITATION

DATE ISSUED

5. REQUEST FOR PURCHASE NO

DTSAC0-03-C-00546

DTSAC0-02-R-00546

[] SEALED BID (DB)
[X] NEGOTIATED

October 24, 2002

7. ISSUED BY

8. ADDRESS OFFER TO (if other than item 7)

Department of Transportation
Transportation Security Administration
301 - 7th St., SW, Office of Acquisition
Washington, DC 20407

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder"

SOLICITATION

9. Sealed offers in original and 5 copies for furnishing the supplies or services in the Schedule will be received at the place specified in item 8, or if handwritten, in the depository located in item 7 until 12:00 Noon on Wednesday, November 13, 2002.

(Hour)

(Date)

CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section L, Provision No. 52.214-7 or 52.215-10. All offers are subject to all terms and conditions contained in this solicitation.

10. FOR INFORMATION CALL:

A. NAME

Paul A. Casagrande

B. TELEPHONE NO. (Include area code) (NO COLLECT CALLS)

(202) 385-1187

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OFFER (Must be fully completed by offeror)

NOTE: Item 12 does not apply if the solicitation includes the provisions in 52.214-16, Minimum Bid Acceptance Period

12. In compliance with the above, the undersigned agrees, if this offer is accepted within _____ calendar days (60 calendar days unless a different period is inserted by the offeror) from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule

13. DISCOUNT FOR PROMPT PAYMENT (See Section I, Clause 52.232-8)	10 CALENDAR DAYS	20 CALENDAR DAYS	30 CALENDAR DAYS	_____ CALENDAR DAYS
	%	%	%	%
14. ACKNOWLEDGMENT OF AMENDMENTS (The offeror acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated)	AMENDMENT NO	DATE	AMENDMENT NO	DATE
	0001	10/24/02	0002	10/25/02
	0003	11/07/02	0004	11/08/02

15A. NAME AND ADDRESS OF OFFEROR Accenture 11951 Freedom Dr Reston, VA 20190	CODE	FACILITY	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print) Steven H. Goodman
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15B. TELEPHONE NO (Include area code) 703 947-1698	15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE ENTER SUCH ADDRESS IN SCHEDULE []	17. SIGNATURE <i>Steve Goodman</i>	18. OFFER DATE 12/12/2002
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AWARD (To be completed by Government)

19. ACCEPTED AS TO ITEMS NUMBERED 0003 through 4005	20. AMOUNT Total Estimated Amount \$214,799,495.00	21. ACCOUNTING AND APPROPRIATION Subject to Availability of Funds
22. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: [] 10 U.S.C. 2304(e) [] 41 U.S.C. 253(a)	23. SUBMIT INVOICES TO ADDRESS SHOWN IN (4 copies unless otherwise specified)	ITEM
24. ADMINISTERED BY (If other than item 7)	CODE	25. PAYMENT WILL BE MADE BY See Clause G.3

26. NAME OF CONTRACTING OFFICER (Type or print) Paul A. Casagrande	27. UNITED STATES OF AMERICA <i>Paul A. Casagrande</i> Signature of Contracting Officer	28. AWARD DATE 12/12/02
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IMPORTANT: Award will be made on this Form or on Standard Form 26, or on some authorized official with equivalent

DD FORM 101-102-8004

10-104

EXCLUDED SECTION NOT USABLE

STANDARD FORM 26 FEB 82

FORM 101-102-8004

EXCLUDED SECTION NOT USABLE

SECTION B - SUPPLIES OR SERVICES AND PRICES/COSTS

BASE YEAR

SECTION 2

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Firm-Fixed-Price</u>
0003	Contractor shall provide all labor, equipment and material to furnish the services as outlined in Section 2, day-to-day HR service/maintenance for 67,000 in accordance with all terms and conditions incorporated herein.	1 Lot	NSP	\$46,802,236.00
0003aa	Performance Incentive Fee +5% (Reduction as much as -2.5%) See Clause H.17			\$2,340,112.00
0003ab	Firm-Fixed-Price cost per additional 1000 employees for the fixed price services in CLIN 0003.	None	NSP	\$337,880.00
<u>Cost Reimbursement</u>				
<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit</u>	<u>Cost</u>
0004	The Contractor shall provide all labor, equipment and materials to provide HR services for on-site Orientation and other Field related services.	1 Lot	NSP	\$5,828,275.00
0004aa	Fixed Fee			\$466,262.00
0005	Other Direct Costs (ODC) G&A 0% directly related to CLIN 0004.			\$10,000,000.00 NTE

Estimated Grand Total for Section 2

\$65,436,885.00

*NPS- Not Separately Priced

**NTE-Not to Exceed

SECTION 2

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Firm-Fixed-Price</u>
1003	Contractor shall provide all labor, equipment and material to furnish the services as outlined in Section 2, day-to-day HR service/maintenance for 67,000 in accordance with all terms and conditions incorporated herein.	1 Lot	NSP	\$18,532,529.00

1003aa Performance Incentive Fee +5% (Reduction as much as -2.5%) \$926,626.00

1003ab	Firm-Fixed-Price cost per additional 1000 employees for the fixed price services in CLIN 0003. \$353,760.00	None	NSP	
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Cost Reimbursement

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit</u>	<u>Cost</u>
1004	The Contractor shall provide all labor, equipment and materials to provide HR services for on-site Orientation and other Field related services.	1 Lot	NSP	\$6,102,989.00
1004aa	Fixed Fee			\$488,239.00
1005	Other Direct Costs (ODC) G&A 0% directly related to CLIN 0004.			\$10,000,000.00

NTE

Estimated Grand Total for Section 2 \$36,050,383.00

OPTION YEAR TWO (2)

SECTION 2

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Firm-Fixed-Price</u>
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2003	Contractor shall provide all labor, equipment and material to furnish the services as outlined in Section 2, day-to-day HR service/maintenance for 67,000 in accordance with all terms and conditions incorporated herein.	1 Lot	NSP	\$19,031,478.00
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2003aa	Performance Incentive Fee +5% (Reduction as much as -2.5%) See Clause H.17			\$951,574.00
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2003ab	Firm-Fixed-Price cost per additional 1000 employees for the fixed price services in CLIN 0003.	None	NSP	\$370,387.00
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Cost Reimbursement

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit</u>	<u>Cost</u>
2004	The Contractor shall provide all labor, equipment and materials to provide HR services for on-site Orientation and other Field related services.	1 Lot	NSP	\$6,390,458.00
2004aa	Fixed Fee			\$511,237.00
2005	Other Direct Costs (ODC) G&A 0% directly related to CLIN 0004.			\$10,000,000.00 NTE

Estimated Grand Total for Section 2	\$36,884,747.00
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OPTION YEAR THREE (3)

SECTION 2

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Firm-Fixed-Price</u>
3003	Contractor shall provide all	1 Lot	NSP	\$19,554,963.00

labor, equipment and material
to furnish the services as
outlined in Section 2, day-to-
day HR service/maintenance
for 67,000 in accordance with
all terms and conditions
incorporated herein.

3003aa Performance Incentive Fee +5% (Reduction as much as -2.5%) \$977,748.00
See Clause H.17

3003ab Firm-Fixed-Price cost per None NSP
additional 1000 employees for
the fixed price services in
CLIN 0003. \$387,795.00

Cost Reimbursement

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit</u>	<u>Cost</u>	
3004	The Contractor shall provide all labor, equipment and materials to provide HR services for on-site Orientation and other Field related services.	1 Lot	NSP	\$6,691,450.00	
3004aa	Fixed Fee			\$535,316.00	
3005	Other Direct Costs (ODC) G&A 0% directly related to CLIN 0004.			\$10,000,000.00	NTE
	Estimated Grand Total for Section 2			\$37,759,477.00	

OPTION YEAR FOUR (4)

SECTION 2

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Firm-Fixed-Price</u>
4003	Contractor shall provide all labor, equipment and material to furnish the services as	1 Lot	NSP	\$20,096,734.00

outlined in Section 2, day-to-day HR service/maintenance for 67,000 in accordance with all terms and conditions incorporated herein.

4003aa Performance Incentive Fee +5% (Reduction as much as -2.5%) \$1,004,837.00
See Clause H.17

4003ab Firm-Fixed-Price cost per None NSP
additional 1000 employees for
the fixed price services in
CLIN 0003. \$406,021.00

Cost Reimbursement

<u>CLIN</u>	<u>Supply/Services</u>	<u>Quantity</u>	<u>Unit</u>	<u>Cost</u>	
4004	The Contractor shall provide all labor, equipment and materials to provide HR services for on-site Orientation and other Field related services.	1 Lot	NSP	\$7,005,956.00	
4004aa	Fixed Fee			\$560,476.00	
4005	Other Direct Costs (ODC) G&A 0% directly related to CLIN 0004.			\$10,000,000.00	NTE

Estimated Grand Total for Section 2 \$38,668,003.00

Estimated Grand Total for Base and all Options Years \$214,799,495.00

SECTION C – DESCRIPTION/SPECIFICATIONS

See Section J

SECTION D – PACKAGING AND MARKING

D.1 PACKAGING AND MARKING REQUIREMENTS

All packaging and marking performed under this contract shall be in accordance with the

commercial practice to ensure safe arrival at destination.

SECTION E - INSPECTION AND ACCEPTANCE

E.1 52.252-2 - CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es): <http://www.arnet.gov>

CLAUSE NO.	TITLE	DATE
52.246-4	Inspection of Services-Fixed Price	AUG 1996
52.246-5	Inspection of Services-Cost Reimbursement	APR 1984
52.246-25	Limitation of Liability-Services	FEB 1997 ✓

E.2 FINAL INSPECTION AND ACCEPTANCE

Acceptance of supplies and/or services is the responsibility of the Contracting Officer (CO) or his duly authorized and appointed representative. Unless otherwise specified, final inspection and acceptance of supplies and/or services called for hereunder will be made at destination.

SECTION F - DELIVERIES OR PERFORMANCE

F.1 52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es):
Not Available electronically.

CLAUSE NO.	TITLE	DATE
52.242-15	Stop-Work Order	AUG 1989
52.242-17 ✓	Government Delay of Work	APR 1984

F.2 PERIOD OF PERFORMANCE FOR CONTRACT

Base Year:

The period of performance for the base year is 12 consecutive months from the date of award

Option Years:

There are four (4), one (1) year options for a total of four (4) years or 48 months. The entire performance period of this contract is five (5) years.

F.3 TIME OF DELIVERY

To be determined after award.

F.4 PLACE AND METHOD OF DELIVERY

To be determined after award

SECTION G – CONTRACT ADMINISTRATION DATA

G.1 CONTRACT MANAGEMENT

Notwithstanding the Contractor's responsibility for total management responsibility during the performance of this contract, the administration of the contract will require maximum coordination between the TSA and the Contractor.

The following individuals will be the TSA's points of contact during the performance of the contract:

1. Contracting Officer: The Transportation Security Administration (TSA) Contracting Officer (CO), identified below, has the overall responsibility for this contract. The CO alone, without delegation, is authorized to take actions on behalf of the Government to amend, modify or deviate from the contract terms, conditions, and requirements. The CO may delegate certain other responsibilities to his/her authorized representatives or Contracting Officer Technical Representative (COTR). The CO for this contract is:

Paul A Casagrande
Department of Transportation
Transportation Security Administration
Office of Acquisition
301 7th St, SW
Washington, DC 20407
Phone Number: (202) 493-1294
FAX Number: (202) 493-1746

2. Contracting Officer's Representative (COR), In accordance with Transportation Acquisition Manual (TAM) Clause 1252.242-73, the Contracting Officer's Representative (COR), the COR for this contract is:

(To be appointed by delegation letter)
Department of Transportation
Transportation Security Administration
Office of Acquisition
301 -- 7th St, SW
Washington, DC 20407
Phone Number: (202) -
FAX Number: (202)

The COR has the authority to monitor the technical progress of the supplies, services, or construction that are required to be delivered under the contract. This includes visits to contractor's plant or the place of performance, meetings and telephone conversations with contractor personnel, inspection, acceptance, or rejection of the contracted items and other duties that may be authorized by the CO.

The COR cannot authorize or order the cessation of contract work nor delete, change, or waive any of the technical requirements or other terms and conditions of the contract. Should a need for a change (monetary or otherwise) arise under the contract, the contractor must submit a written request to the CO for consideration. If appropriate, the change will be effected by a contract modification, after discussions and/or negotiations. Whenever a difference of opinion between the contractor and the COR occurs, notify the CO immediately for resolution. Contractors should also contact the CO when unable to contact the COR on a technical matter and for assistance on all other matters pertaining to this contract.

The Government may assign a government employee at the Contractors facility/site to facilitate contract performance. The representative(s) cannot supervise Contractor employees or direct the supervision of contractor employees, authorize or order the cessation of contract work nor delete, change, or waive any of the technical requirements or other terms and conditions of the contract.

G.2 CORRESPONDENCE

All correspondence shall be prepared and addressed to the CO designated in Section G.1.

Correspondence of a purely technical nature and all specified reports and submittals in accordance with the project specifications shall be sent to the COR designated in Section G.1.

G.3 BILLING INSTRUCTIONS

Invoices shall contain the information required by FAR 52.232-25, Prompt Payment, including the contract number, applicable CLIN and period of performance.

Contractors shall submit an original and one copy of their invoice to the following address:

0230
Transportation Security Administration
Mail Stop RT-14A
501 South 12th Street
Arlington, VA 22202

Oklahoma City, OK 73125

G.4 ADDITIONAL INFORMATION RELATING TO FAR 52-232-34

In accordance with FAR 52.232-34, "Payment by Electronic Funds Transfer—Other than Central Contractor Registration", The Department of Transportation will make payment using the Automatic Clearing House Network, unless the Contractor requests a waiver to the payment office in accordance with the clause. As stated in the clause, after award but before the first invoice or contract financing request is submitted, the Contractor shall designate a financial institution for receipt of electronic funds transfer payments.

SECTION H – SPECIAL CONTRACT REQUIREMENTS

H.1 TYPE OF CONTRACT

Work performed under this contract for Section 1, CLINS 0001 and 0002, and all respective option year CLINS, will be a Cost Reimbursable Contract. Work performed under Section 2, CLIN 0003, and all respective option year CLINS, will be a Firm Fixed Price Contract and CLIN 0004, and all respective option year CLINS, will be a Cost Reimbursement portion.

H.2 IDENTIFICATION OF CONTRACTOR EMPLOYEES

During the period of this contract, the rights of ingress and egress to and from any office for Contractor representatives shall be made available as required. All Contractor employees whose duties under this contract require their presence at any DOT facility shall be clearly identifiable by a distinctive badge furnished by the Government. All prescribed information shall immediately be delivered to the DOT Security Office for cancellation or disposition upon the termination of the employment of any Contractor personnel. All on-site Contractor personnel shall abide by security regulations, applicable to that site. Security Clearance and/or background checks may be required for Contractor employees.

H.3 PUBLICITY

Publicity releases in connection with this contract shall not be made by the Contractor unless prior written approval has been received from the CO.

H.4 NON-PERSONAL SERVICES

(a) As stated in the Federal Register, Volume 57, No. 190, page 45096, dated September 30, 1992, Policy Letter on Inherently Governmental Functions, no personal services shall be performed under this contract. No Contractor employee will be directly supervised by the Government. All individual employee assignments, and daily work direction, shall be given by the applicable employee supervisor. If the Contractor believes any Government action or communication has been given that would create a personal services relationship between the Government and any Contractor employee, the Contractor shall promptly notify the CO of this communication or action.

(b) The Contractor shall not perform any inherently Governmental actions under this contract. No Contractor employee shall hold him or herself out to be a Government employee, agent, or representative. No Contractor employee shall state orally or in writing at any time that he or she is acting on behalf of the Government. In all communications with third parties in connection with this contract, Contractor employees shall identify themselves as Contractor employees and specify the name of the company for which they work. In all communications with other Government Contractors in connection with this contract, the Contractor employee shall state that they have no authority to in any way change the contract and that if the other Contractor believes this communication to be a direction to change their contract, they should notify the CO for that contract and not carry out the direction until a clarification has been issued by the CO.

(c) The Contractor shall insure that all of its employees working on this contract are informed of the substance of this clause. Nothing in this clause shall limit the Government's rights in any way under any other provision of the contract, including those related to the Government's right to inspect and accept the services to be performed under this contract. The substance of this clause shall be included in all subcontracts at any tier.

H.5 ORGANIZATIONAL CONFLICTS OF INTEREST

(a) The Contractor warrants that, to the best of the Contractor's knowledge and belief, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest (OCI), as defined in FAR 9.5, Organizational and Consultants Conflicts of Interest, or that the Contractor has disclosed all such relevant information.

(b) The Contractor agrees that if an actual or potential OCI is discovered after award, the Contractor shall make a full disclosure in writing to the CO. This disclosure shall include a description of actions which the Contractor has taken or proposes to take, after consultation with the CO, to avoid, mitigate, or neutralize the actual or potential conflict.

(c) The CO may terminate this contract for convenience, in whole or in part, if it deems such termination necessary to avoid an OCI. If the Contractor was aware of a potential OCI prior to award or discovered an actual or potential conflict after award and did not disclose or misrepresented relevant information to the CO, the Government may terminate the contract for default, debar the Contractor from Government contracting, or pursue such other remedies as may be permitted by law or this contract.

(d) The Contractor shall include this clause in all subcontracts and in lower tier subcontracts unless a waiver is requested from, and granted by, the CO.

H.6 CONTRACTOR RESPONSIBILITIES

(a) The Contractor shall provide all management, administrative, clerical, and supervisory functions required for the effective and efficient performance of this contract.

(b) The Government shall not be liable for any injury to the Contractor's personnel or damage to the Contractor's property unless such injury or damage is due to negligence on the part of the

Government and is recoverable under the Federal Torts Claims Act, or pursuant to another Federal statutory authority.

(c) A smooth and orderly transition between the Contractor and a predecessor or successor Contractor is necessary to ensure minimum disruption to vital Government business. The Contractor shall cooperate fully in the transition.

(d) The Contractor shall adhere to the same professional and ethical standards of conduct required of Government personnel. The Contractor shall not:

- (1) Discuss with unauthorized persons any information obtained in the performance of work under this contract;
- (2) Conduct business not directly related to this contract on Government premises;
- (3) Use computer systems and/or other Government facilities for company or personal business other than work related; or
- (4) Recruit on Government premises or otherwise act to disrupt official Government business.

H.7 SECTION 508 STANDARDS

The Rehabilitation Act of 1973, as amended, insures that Federal employees with disabilities will be able to use information technology to do their jobs and that members of the public who are seeking information from Federal sources will be able to use information technology to access the information on equal footing with people who do not have disabilities. Information on the Section 508 standards can be viewed at www.section508.gov. Work performed under this contract will be subject to compliance with the standards in effect as of the date of contract award.

H.8 ALTERNATE DISPUTE RESOLUTION PROCEDURES (ADR)

Background: Pub. L. No. 101-552 *The Administrative Dispute Resolution Act* encourages the use of alternative means of resolving disputes involving government agencies. The Act is based on Congress' finding that alternative processes, including mediation, often "yield decisions that are faster, less expensive and less contentious and can lead to more creative, efficient and sensible outcomes."

Please indicate your interest in participating in ADR (if necessary) by checking the appropriate blank below:

- ☐ The Contractor shall participate in ADR.
- ☐ The Contractor shall not participate in ADR.

H.9 CONTRACTOR STAFF TRAINING

The Contractor shall provide fully trained and experienced personnel required for performance. Training of Contractor personnel shall be performed by the Contractor at his/her own expense.

H.10 INSURANCE

The Contractor shall secure, pay the premiums for and keep in force until the expiration of this contract, and any renewal thereof, adequate insurance as provided below, such insurance to specifically include liability assumed by the Contractor under this contract.

- a. Workman's compensation insurance as required by law of the State.
- b. Comprehensive bodily injury liability insurance with limits of not less than \$500,000 for each accident.
- c. Property damage liability with a limit of not less than \$100,000 for each accident.
- d. Automotive bodily injury liability insurance with limits of not less than \$200,000 for each person and \$500,000 for each accident, and property damage liability insurance, with a limit of not less than \$40,000 for each accident.

Each policy of insurance shall contain an endorsement that any cancellation or material change in the coverage adversely affecting the Government's interest shall not be effective unless the insurer or the contractor gives written notice of cancellation or change, as required by the Contracting Officer. When the coverage is provided by self-insurance, the Contractor shall not change or decrease the coverage without the Contracting Officer's prior approval.

A certificate of each policy of insurance shall be furnished to the Contracting Officer within ten (10) days after notice of award certifying, among other things, that the policy contains the aforementioned endorsement. The insurance company providing the above insurance shall be satisfactory to the Government. Notices of policy changes shall be furnished to the Contracting Officer. The substance of this clause shall be made to flow down to any subcontractors.

H.11 TREATMENT OF CONFIDENTIAL BUSINESS INFORMATION

(a) During the performance of work under this contract, the TSA may disclose to the Contractor confidential business information (CBI) submitted by other contractors necessary to carry out work for TSA. The Contractor receiving access to CBI agrees as follows:

(1) The Contractor will use the CBI only for the purposes of carrying out the work required by the contract; not disclose the information to anyone without the prior written approval of the CO; and return to the CO all copies of the information, and any abstracts or excerpts there from, upon request by the CO, whenever the information is no longer required for the purpose of performance of the work by this contract, or upon completion of this contract.

(2) Prior to providing the Contractor's employees access to CBI, the Contractor shall obtain a written agreement to honor the above limitations from each of the Contractor's employees who will have access to the information.

(3) These contract conditions concerning the use and disclosure of CBI are included for the benefit of and shall be enforceable by, both TSA and any affected business having a proprietary interest in the information.

(4) Not to use any CBI supplied by TSA or obtained during performance hereunder to compete with any business to which the CBI relates.

(b) The Contractor agrees to obtain the written consent of the CO prior to entering into any subcontract that will involve the disclosure of CBI by the Contractor to the subcontractor. The Contractor agrees to include this clause, including this subparagraph (b), in all subcontracts awarded, pursuant to this contract, that require the furnishing of CBI to the subcontractor.

H.12 TRAVEL, PER DIEM AND OTHER DIRECT COSTS (ODC)

Travel subsistence reimbursement will be authorized under the rates and conditions of the Federal Travel Regulations and the Department's Travel Manual (DOT 1500.6A).

Per diem will be reimbursed at actuals, not to exceed the per diem rates set forth in the Federal Property Management Regulations (FPMR) 41 CFR Chapter 101, Chapter 7, General Services Administration (GSA) Bulletin FPMR A-40 Supp-(in effect at time of travel).

Travel of more than 10 hours, but less than 24 hours, when no lodging is required, per diem shall be one-half of the Meals and Incidental Expenses (M&IE) rates applicable to the locations of temporary duty assignment. If more than one temporary duty point is involved, the allowance will be one-half of the M&IE rate prescribed for the location where the majority of the time is spent performing official business. The Per Diem allowance shall not be allowed when the period of official travel is 10 hours or less during the same calendar day.

Travel, per diem and ODCs will be charged at cost plus the established G&A rate.

H.13 KEY PERSONNEL

(a) Contractor Key Personnel

Program Lead

Solution Architect

Service Delivery Lead

Deputy Program Lead

Communications Manager

Staffing Director

Federal HR Procedures

b6

Spherion Executive Sponsor [REDACTED]

Interviewing Lead [REDACTED]

Lead Senior Advisor [REDACTED]

Client Relations Lead [REDACTED]

Transition Manager [REDACTED]

Service Delivery Manager [REDACTED]

Technical Architect [REDACTED]

Law Enforcement Advisor [REDACTED]

b6

(1) Key personnel for the overall effort must remain assigned to the contract by the Contractor on a full or part-time basis for the full period of performance of the contract barring circumstances outside the control of the Contractor (e.g., death, resignation, disability, etc.) or as otherwise approved by the CO due to a change of duties, promotion, conflict.

In responding to the RFP, the Contractor may be requested to propose multiple key personnel positions for the RFP. Upon award of the contract, the Contractor shall furnish the individuals proposed for each key personnel position to perform under the contract.

H.14 CONTRACT STATUS BRIEFINGS

The Contractor shall provide two monthly status briefings or reports to the TSA. These briefings shall be based primarily on the information contained in the CPR, the CSR and other program material, as appropriate. The format and level of detail provided at the briefings shall be as agreed to by the Contractor and the TSA. The frequency of either status briefing may be extended from monthly to quarterly at the direction of the Contracting Officer.

The first briefing, entitled the Contract Technical Status Review (CTSR), shall include an overview of the CPR, highlighting accomplishments achieved during the reporting period; plans and significant events anticipated during the near future; and problems, slippage, or other discrepancies occurring during the reporting period or remaining open from prior reports. The briefings shall also include a list of Contractor and Government identified action items. The action item list shall include a description of the action, date assigned, assignee, due date and status.

The second briefing, entitled the Contract Business Status Review (CBSR), shall include a discussion of the CSR, the schedule of business-related data items, contract actions outstanding and completed, business-related correspondence and business-related action items.

The Contractor shall submit agenda items and minutes for the reviews in advance. The agenda shall be submitted to the Contracting Officer not later than five (5) business days prior to the review, and minutes shall be distributed to the Contracting Officer within five (5) days of the

review.

H.15 INDEMNIFICATION PURSUANT TO PUBLIC LAW 85-804

The work performed under this contract will not be considered an unusually hazardous risk within the definition of Public Law 85-804 or Federal Acquisition Regulation 50.4. Offers that condition acceptance of the offer or award of the contract on receipt of indemnification pursuant to Public Law 85-804 will be considered unacceptable and not eligible for award.

H.16 AWARD FEE

The award fee pool will be capped at the amount proposed in the Contractors proposal and as incorporated in Section B. In the event that the Contractor does not earn the maximum amount of a respective pool, the amount available will roll over for the next Performance Period Review. However, it will only be available within the performance period of one year.

H.17 PERFORMANCE INCENTIVE FEE

(To be provided by the Contractor, and incorporated herein, at the time of proposal)

SECTION I - CONTRACT CLAUSES

I.1 52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make the full text Available. Also, the full text of a clause may be accessed electronically at this/these address(es): www.arnet.gov/far/ (the Official General Services Administration (GSA) site of the Federal Acquisition Regulations (FAR)); www.dot.gov/ost/m60/tamtar/tar.htm (the Official DOT Site of the Transportation Acquisition Regulations (TAR)). The FAR is for reference only.

SECTION I - CONTRACT CLAUSES

52.202-1	Definitions	DEC 2001
52.203-3	Gratuities	APR 1984
52.203-5	Covenant Against Contingent Fees.	APR 1984
52.203-6	Restrictions on Subcontracting Sales to the Government	JUL 1995
52.203-7	Anti-Kickback Procedures.	JUL 1995
52.203-8	Cancellation, Rescission, and Recovery of Funds for Illegal or Improper Activity.	JAN 1997
52.203-10	Price or Fee Adjustment for Illegal or Improper Activity.	JAN 1997
52.203-12	Limitation on Payments to Influence Certain Federal Transactions	JUN 1997
52.204-4	Printing/Copying Double-Sided on Recycled Paper	AUG 2000
52.209-6	Protecting the Governments Interest When	JUL 1995

	Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment	
52.215-2	Audit and Records - Negotiation.	JUN 1999
52.215-8	Order of Precedence--Uniform Contract Format.	OCT 1997
52.215-11	Price Reduction for Defective Cost or Pricing Data - Modifications	OCT 1997
52.215-13	Subcontractor Cost or Pricing Data - Modifications	OCT 1997
52.215-18	Reversion or Adjustment of Plans for Post- Retirement Benefits Other Than Pensions	OCT 1997
52.215-19	Notification of Ownership Changes	OCT 1997
52.215-21	Requirement for Cost or Pricing Data or Information Other Than Cost or Pricing Data-Modifications	OCT 1997
52.216-7	Allowable Cost and Payments	FEB 2002
52.217-8	Option To Extend Services	AUG 1989
52.217-9	Option To Extend the Term of the Contract	MAR 2000
52.219-8	Utilization of Small Business Concerns	OCT 2000
52.219-9	Small Business Subcontracting Plan	OCT 2001
2.219-14	Limitations on Subcontracting	DEC 1996
52.219-16	Liquidated Damages-Subcontracting Plan	JAN 1999
52.222-1	Notice to the Government of Labor Disputes	FEB 1997
52.222-3	Convict Labor.	AUG 1996
52.222-26	Equal Opportunity.	FEB 1999
52.222-35	Affirmative Action for Disabled Veterans and Veterans of the Vietnam Era.	APR 1998
52.222-36	Affirmative Action for Handicapped Workers.	JUN 1998
52.222-37	Employment Reports on Disabled Veterans and Veterans of the Vietnam Era	JAN 1999
52.223-5	Pollution Prevention and Right-to-Know Information.	APR 1998
52.223-6	Drug-Free Workplace.	MAR 2001
52.224-1	Privacy Act Notification	APR 1984
52.224-2	Privacy Act	APR 1984
52.225-13	Restrictions on Certain Foreign Purchases.	JUL 2000
52.227-1	Authorization and Consent.	JUL 1995
52.227-2	Notice and Assistance Regarding Patent and Copyright Infringement	AUG 1996
52.227-14	Rights in Data-General	JUN 1987
52.227-17	Rights in Data- Special Work	JUN 1987
52.228-5	Insurance - Work on a Government Installation.	JAN 1997
52.229-3	Federal, State, and Local Taxes.	JAN 1991
52.229-5	Taxes -- Contracts Performed in U.S. Possessions or Puerto Rico	APR 1984
52.230-2	Cost Accounting Standards	APR 1998
52.230-3	Disclosure and Consistency of Cost Accounting Practices	APR 1998
52.230-6	Administration of Cost Accounting Standards	NOV 1999

52.232-1	Payments.	APR 1984	
52.232-8	Discounts for Prompt Payment	MAY 1997	
52.232-11	Extras	APR 1984	
52.232-16	Progress Payments	FEB 2002	
52.232-17	Interest.	JUN 1996	
52.232-18	Availability of Funds	APR 1984	10001
52.232-19	Availability of Funds for the Next Fiscal Year	APR 1984	10002
52.232-20	Limitation of Cost	APR 1984	10003
52.232-23	Assignment of Claims	JAN 1986	10004
52.232-25	Prompt Payment	FEB 2002	
52.237-2	Protection of Government Buildings, Equipment, and Vegetation	APR 1984	
52.237-3	Continuity of Services	JAN 1991	
52.242-3	Penalties for Unallowable Costs	MAR 2001	
52.242-13	Bankruptcy	JUL 1995	
52.243-1	Changes – Fixed-Price (Alternate I)	APR 1984	
52.244-2	Subcontracts	AUG 1998	
52.244-5	Competition in Subcontracting	DEC 1996	
52.245-2	Government Property (Fixed-Price Contracts) Alternate I	DEC 1989	
52.246-20	Warranty of Services	MAR 2001	
52.246-25	Limitation of Liability – Services	FEB 1997	
52.249-4	Termination for Convenience of the Government (Services) (Short Form)	APR 1984	
52.249-8	Default (Fixed-Price Supply and Service).	APR 1984	
52.253-1	Computer Generated Forms	JAN 1991	

52.232-33 PAYMENT BY ELECTRONIC FUNDS TRANSFER-CENTRAL CONTRACTOR REGISTRATION (MAY 1999)

(a) Method of payment.

(1) All payments by the Government under this contract shall be made by electronic funds transfer (EFT), except as provided in paragraph (a)(2) of this clause. As used in this clause, the term "EFT" refers to the funds transfer and may also include the payment information transfer.

(2) In the event the Government is unable to release one or more payments by EFT, the Contractor agrees to either-

(i) Accept payment by check or some other mutually agreeable method of payment; or

(ii) Request the Government to extend the payment due date until such time as the Government can make payment by EFT (but see paragraph (d) of this clause).

(b) *Contractor's EFT information.* The Government shall make payment to the Contractor using the EFT information contained in the Central Contractor Registration (CCR) database. In the event that the EFT information changes, the Contractor shall be responsible for providing the updated information to the CCR database.

(c) *Mechanisms for EFT payment.* The Government may make payment by EFT through either the Automated Clearing House (ACH) network, subject to the rules of the National Automated Clearing House Association, or the Fedwire Transfer System. The rules governing Federal

payments through the ACH are contained in 31 CFR part 210.

(d) *Suspension of payment.* If the Contractor's EFT information in the CCR database is incorrect, then the Government need not make payment to the Contractor under this contract until correct EFT information is entered into the CCR database; and any invoice or contract financing request shall be deemed not to be a proper invoice for the purpose of prompt payment under this contract. The prompt payment terms of the contract regarding notice of an improper invoice and delays in accrual of interest penalties apply.

(e) *Contractor EFT arrangements.* If the Contractor has identified multiple payment receiving points (i.e., more than one remittance address and/or EFT information set) in the CCR database, and the Contractor has not notified the Government of the payment receiving point applicable to this contract, the Government shall make payment to the first payment receiving point (EFT information set or remittance address as applicable) listed in the CCR database.

(f) *Liability for uncompleted or erroneous transfers.*

(1) If an uncompleted or erroneous transfer occurs because the Government used the Contractor's EFT information incorrectly, the Government remains responsible for-

- (i) Making a correct payment;
- (ii) Paying any prompt payment penalty due; and
- (iii) Recovering any erroneously directed funds.

(2) If an uncompleted or erroneous transfer occurs because the Contractor's EFT information was incorrect, or was revised within 30 days of Government release of the EFT payment transaction instruction to the Federal Reserve System, and-

(i) If the funds are no longer under the control of the payment office, the Government is deemed to have made payment and the Contractor is responsible for recovery of any erroneously directed funds; or

(ii) If the funds remain under the control of the payment office, the Government shall not make payment, and the provisions of paragraph (d) of this clause shall apply.

(g) *EFT and prompt payment.* A payment shall be deemed to have been made in a timely manner in accordance with the prompt payment terms of this contract if, in the EFT payment transaction instruction released to the Federal Reserve System, the date specified for settlement of the payment is on or before the prompt payment due date, provided the specified payment date is a valid date under the rules of the Federal Reserve System.

(h) *EFT and assignment of claims.* If the Contractor assigns the proceeds of this contract as provided for in the assignment of claims terms of this contract, the Contractor shall require as a condition of any such assignment, that the assignee shall register in the CCR database and shall be paid by EFT in accordance with the terms of this clause. In all respects, the requirements of this clause shall apply to the assignee as if it were the Contractor. EFT information that shows the ultimate recipient of the transfer to be other than the Contractor, in the absence of a proper assignment of claims acceptable to the Government, is incorrect EFT information within the meaning of paragraph (d) of this clause.

(i) *Liability for change of EFT information by financial agent.* The Government is not liable for errors resulting from changes to EFT information made by the Contractor's financial agent.

(j) *Payment information.* The payment or disbursing office shall forward to the Contractor available payment information that is suitable for transmission as of the date of release of the EFT instruction to the Federal Reserve System. The Government may request the Contractor to designate a desired format and method(s) for delivery of payment information from a list of formats and methods the payment office is capable of executing. However, the Government does

not guarantee that any particular format or method of delivery is available at any particular payment office and retains the latitude to use the format and delivery method most convenient to the Government. If the Government makes payment by check in accordance with paragraph (a) of this clause, the Government shall mail the payment information to the remittance address contained in the CCR database.

I.4 52.252-6 AUTHORIZED DEVIATIONS IN CLAUSES (APR 1984)

The use in this solicitation or contract of any Federal Acquisition Regulation (48 CFR Chapter 1) clause with an authorized deviation is indicated by the addition of "(DEVIATION)" after the date of the clause.

I.5 TRANSPORTATION ACQUISITION REGULATIONS (TAR) CLAUSES INCORPORATED BY REFERENCE:

CLAUSE #	TITLE	DATE
1252.209-70	Disclosure of Conflicts of Interest	OCT 1997
1252.216-71	Determination of Award Fee	OCT 1997
1252.216-72	Performance Evaluation Plan	OCT 1997
1252.216-73	Distribution of Award Fee	OCT 1997
1252.237-70	Qualifications of Employees	OCT 1994
1252.237-72	Prohibition on Advertising	JAN 1996
1252.242-72	Dissemination of Contract Information	OCT 1994
1252.242-73	Contracting Officer's Technical Representative	OCT 1994
1252.245-70	Government Property Reports	OCT 1994

SECTION J - LIST OF ATTACHMENTS

LIST OF ATTACHMENTS

- Attachment Number 1 – Statement of Objectives
- Attachment Number 2 - Performance Work Statement (to be provided by the Contractor)
- Attachment Number 3 - Resumes for Key Personnel (to be provided by the Contractor)
- Attachment Number 4 - Contract Operation Statement of Objectives
- Attachment Number 5 - Contract Management Plan, Cost Management Plan, Data Management Plan, Facilities and Resources Plan, Performance Management Plan, Quality Assurance Plan, Staffing Plan (to be provided by the Contractor)
- Attachment Number 6 – Performance Metrics Statement of Objectives
- Attachment Number 7 - Performance Metrics (to be provided by the Contractor)
- Attachment Number 8 – Small Business and Small Disadvantaged Business Subcontracting Plan
- 9 - Service Level Agreements

Attachment Number 1
Statement of Objectives

STATEMENT OF OBJECTIVES

BACKGROUND

The Transportation Security Administration (TSA) seeks a qualified firm to provide a full range of Human Resources (HR) services for all TSA applicants and employees, but not including Executive level staff and the Federal Air Marshal Service (FAMS). The TSA workforce is currently statutorily established at 45,000 Full Time Equivalents (FTE) located throughout the Nation, including all fifty (50) States, the District of Columbia, the U.S. Virgin Islands, Puerto Rico, Guam, Pago Pago, Midway and the Mariana Islands. There will be a higher number of actual employees due to part-time and temporary personnel. The total number of employees is estimated at 67,000, as requested in the President's fiscal year 2003 budget. As TSA's responsibilities change to include other modes of transportation, this number may change. TSA seeks a firm with a demonstrated history of successful implementation of projects of similar scope and magnitude. The Contractor will be required to meet or exceed legislative requirements of the Aviation and Transportation Security Act (ATSA), Pub. Law 107-71.

OBJECTIVES

TSA is seeking HR services to include the entire range of Federal HR functions in a non Title V excepted service environment. These services are to be provided in two sections.

Section One (1) is for recruitment, qualification and examination of all categories of employees. This section includes initial and attrition recruitment, (including merit staffing) qualification, examination, testing, and assessment. The workforce is comprised of Security Screeners, Law Enforcement Officers and other personnel. Attrition among Security Screeners, who make up the largest employee group, is expected to be 25% per year. The annual attrition rate for all other parts of the workforce is estimated to be 8-10 %. Law Enforcement Officers (LEO) are expected to be the second largest employee group with an estimated workforce of up to 3,000. Of the target LEO workforce, we expect nearly all will have to be recruited, assessed and processed for entry-on-duty during the first year of this contract. Security Screeners and LEOs require specialized testing and assessment prior to hiring.

Section Two (2) is for full-service federal HR operations for all TSA employees, excluding Executive level staff and the FAMS.

SCOPE OF WORK

SECTION I

The contractor shall provide the following services:

- A. Meet all Federal requirements for HR functions, including merit principles, excepted service appointments, and veterans preference.
- B. Provide TSA with the timely hiring of a diverse and well-qualified workforce, including "difficult to fill" positions, by performing staffing functions, including but not limited to:

- 1) maintaining an on-line, web-based vacancy announcement, distribution and processing system to announce multiple positions at multiple locations series and pay bands, and to interface with OPM's USAJOBS bulletin board and other job boards or Internet sites;
- 2) providing a nation-wide applicant scheduling process via outbound and inbound email and telephonic messages;
- 3) providing multiple "hotline" numbers for general inquiries from applicants regarding their application status, test scheduling information, assessment center information (directions), and other related inquiries;
- 4) providing Interactive Voice Response (IVR) application capability;
- 5) providing applicant data from all application sources in a "single-source" applicant data base for generation of management reports;
- 6) reviewing and determining candidates' eligibility, qualifications, and veterans preference;
- 7) conducting applicant rating and ranking;
- 8) referring highly qualified candidates for assessment and selection based upon client selected criteria and Federal regulatory requirements;
- 9) providing "near-real-time" applicant information (e.g. applicant qualification determination);
- 10) providing on line resume accessibility and review by TSA managers and human resources staff;
- 11) communicating with candidates regarding the status of their applications.

Note: The on line staffing function must be fully automated and web-based to include the capability to issue vacancy announcements, process on line applications, make qualification determinations, provide "near-real-time" applicant information (e.g. applicant qualification determination), rate candidates, and generate certificates and notifications of results.

C. Administer pre-employment processing.

D. Conduct assessments (see assessment requirements attached).

E. Maintain professional, accurate, and timely customer service in all dealings; for example:

- 1) Follows up on customer issues;
- 2) Seeks to understand customer issues;
- 3) Takes full responsibility for resolving issues;
- 4) Adds value beyond customer issues;
- 5) Assesses underlying customer needs.

F. Communicate effectively and timely with all customers, including candidates, TSA, and other contractors providing related services to TSA.

G. Maintain accurate records and report timely to TSA on activities performed under the contract.

H. Implement, integrate and interface with Federal HR IT systems. Currently those systems include DOT legacy information systems such as Time and Attendance System, Integrated Payroll Personnel System (IPPS), Consolidated Personnel Management Information System (CPMIS), Consolidated Uniform Payroll System (CUPS) and Learning Management System (LMS). A robust and flexible toolset for interface development is required.

I. Meet Federal e-government initiative requirements.

J. Provide recommendations for accomplishing TSA goals.

SECTION II

The contractor shall provide the following services:

A. Provide full-service federal HR operations for all TSA employees, excluding Executive level staff and the FAMS, comprising a large geographically dispersed and diverse workforce; including but not limited to:

- 1) Prompt and accurate notification of selection to selected candidates;
- 2) Orientation and the initial in-processing, Entry On Duty (EOD) functions;
- 3) Personnel action processing, routing and tracking system and records keeping to provide full reconstruction of actions for third party review that conform to Office of Personnel Management (OPM) and National Archives and Records Administration (NARA) requirements;
- 4) Creation, maintenance and disposition of Official Personnel Folders that conform to OPM and TSA requirements;
- 5) Benefits administration, including but not limited to life and health insurance, retirement, Thrift Savings Plan, leave programs, employee assistance program;
- 6) Workers compensation administration;
- 7) Core Compensation and pay administration;
- 8) Performance management administration;
- 9) HR advisory services to supervisors and managers.

B. Meet all Federal requirements for HR functions, including merit principles, excepted service appointments, and Veterans' Preference.

C. Maintain professional, accurate, and timely customer service in all dealings; for example:

- 1) Follows up on customer issues;
- 2) Seeks to understand customer issues;
- 3) Takes full responsibility for resolving issues;
- 4) Adds value beyond customer issues;
- 5) Assesses underlying customer needs.

D. Communicate effectively and timely with all customers, TSA, and other contractors providing related services to TSA.

E. Maintain accurate records and report timely to TSA on activities performed under the contract.

F. Implement, integrate and interface with Federal HR IT systems. Currently those systems include DOT legacy information systems such as Time and Attendance System, Integrated Payroll Personnel System (IPPS), Consolidated Personnel Management Information System (CPMIS), Consolidated Uniform Payroll System (CUPS) and Learning Management System (LMS). A robust and flexible toolset for interface development is required.

G. Meet Federal e-government initiative requirements.

H. Provide recommendations for accomplishing TSA goals.

The contractor is required to conduct pre-employment selection assessment on the eligible and qualified applicants identified through the evaluation of on-line and IVR applications submitted in response to screener and law enforcement officer (LEO) vacancy announcements.

TSA will specify and/or approve the assessments to be administered including but not limited to written cognitive and non-cognitive examinations, physical ability tests, psychological assessments, and pre-employment interviews. The contractor shall propose in the technical approach the manner in which administration of the assessments will be accomplished, including the most effective and efficient way to deliver the assessments based on staffing plans, anticipated attrition, etc. TSA is open to considering alternative approaches to the existing multiple hurdle systems for Screener and LEO that have been used as long as all critical assessments are provided.

Screener Selection

The current process for selection of security screeners is a multiple-hurdle assessment model which requires successful completion of each phase before moving on to the next. Applicants first complete an automated application/questionnaire (which is considered a test). The next hurdle is the successful completion of multiple-choice assessments (i.e., competencies, English proficiency, and screener aptitudes). Candidates successful in that event are then interviewed. Candidates successfully completing the interview receive a contingent job offer. Individuals successful in the interview are then administered a physical abilities assessment and a medical evaluation (including drug urinalysis test). Individuals who successfully complete these assessments are eligible for hiring. All individuals being considered for hiring must successfully complete a background check.

Screener selection has been carried out in the following two ways: 1) an all-in-one assessment center (all assessments are conducted on the same day in one place) and 2) in bifurcated assessment centers, one for the computerized testing phase and one for the interview, physical, and medical phase. The Contractor shall be able to provide both forms of assessment center implementation. TSA is open to additional assessment center methodologies and delivery forms.

Law Enforcement Selection

The current process for selection of law enforcement officers (LEOs) is a multiple-hurdle assessment model, which requires successful completion of each phase before moving on to the next. Applicants must complete an automated application/questionnaire (i.e., test). The next hurdle is the successful completion of three multiple-choice assessments, one cognitive and two non-cognitive. Individuals successful in those assessments are then administered a physical abilities assessment. Candidates successful in that event are then interviewed by TSA specified interviewers.

Candidates successfully completing the interview receive a contingent job offer. Individuals receiving a contingent job offer must then undergo successfully the following to remain in consideration: medical examination (including drug urinalysis test) and psychological evaluation (including in-person interview by licensed PhD psychologist). Information on candidates successful in all assessments is presented to selecting official(s) (on paper) in a meeting facilitated by the Contractor in which selection decisions are made.

Specific components of the process for screener and LEO selection are elaborated below.

Assessment Logistics and Materials

The Contractor shall provide all staff and materials required to efficiently and effectively administer and manage all components of the assessment process. This includes:

- Locating and procuring adequate space for completing all aspects of applicant processing and assessment;
- Providing all on-site equipment to include adequate number of computers with internet connections, copy machines, printers, conference call telephones, walkie-talkies (as necessary), fax machines, applicant tags, and staff/visitor badges; providing all office supplies including file cabinets, folders, envelopes, pens, pencils, pencil sharpeners, paper (white and colored), staplers, flip charts, paper clips, note pads, labels, etc.

Acceptable performance requires that sufficient supplies are on hand to ensure that the assessment center(s) and all related activities are conducted without interruption. In addition, TSA shall review and approve site selection for both Phases.

Assessment Staff

The Contractor shall provide sufficient numbers of appropriately qualified personnel to accomplish designated tasks. Note that these staff are in addition to personnel required as specified below for individual assessment components that may or may not be conducted by subcontractors (e.g., physicians, psychologists, security personnel etc.) TSA reserves the right to review resumes and other information regarding qualifications of all Contractor and subcontractor staff and to request alternative or replacement personnel as deemed to best serve Agency needs.

Acceptable performance requires that all assessment and related activities meet generally accepted professional standards (i.e., *SIOP Principles*; *APA et al Standards*; *UGESP*) and that activities be carried out consistent with TSA specifications without deviation unless such deviation is specifically approved in advance.

Assessment Center Security

The Contractor shall provide all security needs, including personnel and procedures, to ensure that all assessments are administered in a safe and secure environment. Acceptable performance requires that assessment materials (tests, scoring information, etc.) are kept secure at all times and that no information is obtained by or made available to applicants or others inappropriately. Test security shall be maintained consistent with generally accepted professional standards (i.e., *SIOP Principles*; *APA et al Standards*; *UGESP*). Acceptable performance also requires that security personnel are available to respond to any problematic situations with applicants (e.g., an individual not scheduled for testing trying to get into the center or an individual who becomes disruptive at any time).

Written Examinations – Screener and LEO

The Contractor must be able to administer TSA provided assessments, TSA approved proprietary tests from other contractors, and/or any of its own tests which TSA has approved for use in these programs. Administration must include paper-and-pencil test administration as well as computer based delivery and scoring. The Contractor shall administer all examinations consistent with the protocol established by TSA. The Contractor shall develop (where necessary) and conduct test administrator and proctor training and ensure that all persons handling test material are certified to do so. The Contractor shall also coordinate the flow of applicants in and out of the testing room(s), and the scoring of the written examinations.

Acceptable performance requires that tests be administered consistent with generally accepted professional standards (i.e., *SIOP Principles*; APA et al *Standards*; *UGESP*). Acceptable performance also requires that test scoring be accurate with no errors and that test results are obtained and processed consistent with the schedule for performing the qualifications review to determine eligibility for consideration in Phase II.

Physical Testing – Screener and LEO

The Contractor shall procure necessary equipment (where necessary) and qualified personnel to administer and score the physical test assessments and incorporate the physical test assessment results into master applicant database and assessment databases. Test administration shall be conducted consistent with TSA specifications including the use of TSA approved scripts, forms, etc.

Acceptable performance requires that this test(s) be administered consistent with professional practice and TSA designated protocol with no deviations. Acceptable performance also requires that any equipment required be precisely constructed consistent with the protocol.

Interview –Screener and LEO

The contractor shall provide and manage the interview portion of the process, including coordinating flow of applicants in and out of interview rooms; recruitment and retention of Subject Matter Experts or trained employment interviewers to conduct interviews, in some cases in conjunction with TSA provided personnel. All interview content will be provided or approved by TSA. The Contractor shall work with TSA to continuously improve and update the interview, rating scales, and documentation for the Screener position. Alternate forms are required. TSA will consider alternative interview forms and formats (i.e., telephonic interviews) proposed by the Contractor. In addition, the Contractor shall develop and implement interviewer training, which will be approved by TSA.

Acceptable performance requires that this process be conducted consistent with generally accepted professional standards (i.e., *SIOP Principles*; APA et al *Standards*; *UGESP*). Acceptable performance also requires that interviews be completed in the designated timeframe and that all interview results are incorporated into the database(s) by 3am the day after the interview was conducted.

Medical Evaluation – Screener and LEO

The Contractor shall manage and conduct all aspects of the medical evaluation and any follow-up evaluation required of applicants. This includes providing medical equipment, facilities and qualified personnel to administer the medical history collection and medical evaluation, and to make a determination of applicants' medical qualification. This evaluation is to include a drug urinalysis test. The Contractor will ensure that the drug test results are negative prior to an individual entering on duty (unless specified otherwise by TSA). TSA will provide the protocol to be followed in the conduct of this medical evaluation. The Contractor shall ensure that the results of these evaluations are incorporated into the applicant database and maintained in "real time" to ensure timely follow-up and availability of medically qualified candidates for further consideration. The Contractor shall provide a process for applicants put on "Medical Hold" to follow up with additional medical information that will enable them to either be put in an "active" status or disqualified. The Contractor shall provide medical review officer verification for all medical test/evaluation conducted.

Acceptable performance requires that medical results (including drug test results) be incorporated into the database(s) within two calendar days of the examination. Acceptable performance also requires that the Contractor conduct follow-up to ensure that applicants on a "medical hold" are monitored through the completion of the process until either disqualified or considered to meet the medical requirements.

Psychological Evaluation – LEO Only

The contractor shall manage the conduct of this component, including coordination of applicants in and out of the interview rooms, processing of applicant results, and maintenance of related materials in applicant assessment files. The contractor shall also provide PhD level clinical psychologists to conduct the interviews and also a lead Psychologist to perform the following activities:

- Provide licensed psychologists to conduct in-person interviews of and make recommendations regarding LEO applicants' psychological and emotional suitability for the work to be performed.
- Schedule participating psychologists to conduct psychological evaluation of applicants on-site at TSA LEO assessments, ensuring sufficient overlap in scheduling so that there is not an entirely "new" group of psychologists starting at one time.
- Develop and conduct, in collaboration with designated TSA staff, training and orientation for participating psychologists, including training in use and interpretation of designated psychological assessments and the structured psychological interview, and the relevant TSA assessment center policies and procedures for assessing candidates.
- Consult with participating psychologists on candidates requiring additional review prior to making the selection recommendation.
- Review psychological interview results and assessor recommendations to ensure consistency across interviewers and sites.
- Ensure that psychological evaluations and submission of candidate recommendations are provided timely during assessment and that all associated documentation is handled consistent with applicable policies and procedures.

- Ensure that administrative tasks required for psychologist assessor employment, scheduling, compensation, travel and any other required tasks are completed timely.
- Provide recommendations for process improvements as requested throughout and subsequent to assessment centers.
- Provide feedback and answer inquiries regarding individual candidates as requested or required during and subsequent to the assessment center.

Acceptable performance requires that this process meet generally accepted professional standards (i.e., *SIOP Principles*; *APA et al Standards*; *UGESP*). Acceptable performance also requires that psychological evaluation results are utilized appropriately in the overall process, i.e., only those candidates meeting specifications for this portion of the process receive additional consideration, appropriate data are entered into specified database(s), and all applicant and psychologist materials are filed appropriately in assessment files distinct from the personnel files.

Applicant Exit from Assessment- Screener and LEO

The Contractor shall manage the exiting of applicants at the conclusion of each Phase and/or component of assessment process. The Contractor shall ensure that the exiting applicant has the appropriate information about his/her status and is aware of next steps if the individual is still in consideration or retest opportunities if disqualified.

Acceptable performance requires that applicants receive accurate information about their status and about next steps and that any applicants who appear to be agitated or disruptive are handled in a manner that ensures everyone's safety and minimal disruption. Acceptable performance also requires that the Contractor obtains accurate contact information upon applicant exit to facilitate follow-up contact.

Applicant Processing – Screener and LEO

The contractor shall provide to and collect from applicants all necessary paperwork, including forms and questionnaires, the applicant's complete resume, DD-214 (military discharge), Veterans Administration letters if applicable, SF-50 to indicate former or current Federal employment, salary documentation needed to set pay, and other documentation consistent with the protocol to be provided by TSA. At a minimum, the Contractor shall also provide results to the applicants at the conclusion of the following portions of the process; 1) written testing; 2) qualifications determinations 3) physical test; 4) interview; and 5) medical evaluation. Specific protocols and scripts for the provision of this information, including when and how the information is conveyed, will be developed jointly subsequent to contract award.

The Contractor shall be responsible for determining and knowing the status of all applicants on an on-going basis.

Acceptable performance requires that applicants receive information about their status timely and consistent with specified protocols and that associated inquiries or related issues are addressed within two business days. Acceptable performance also requires that TSA be kept

apprised of the numbers of applicants in various stages of the process and that other applicant information is provided as specified elsewhere in this SOO.

Selection Panels – Screener and LEO

The contractor shall prepare a selection certificate (on specified dates with the information and list of candidates available by the deadline established) in the following order:

- Highly Recommended Veterans
- Highly Recommended Non-Veterans
- Recommended Veterans
- Recommended Non-Veterans
- Standard notation on the certificate to include a statement that no non-veteran in the Highly Recommended category may be selected until all Veterans in the Highly Recommended category have been selected.
- Non-veterans in the Highly Recommended category may be selected before the Recommended category is considered.
- Veterans in the Recommended category must be selected before non-veterans in the Recommended category may be selected.

Where a selection panel is used, candidates are presented to the selection panel with a Contractor representative present. The Contractor shall coordinate with selecting officials and panels in cases where the same candidates have applied for more than one airport. While selecting panels are negotiating selections, the Contractor shall provide advice regarding guidelines and restrictions, salary setting, and any additional information that may be necessary for the panel completion. The Contractor shall coordinate and facilitate the selection process with TSA selecting officials for purpose of identifying candidates who will receive job offers and providing HR consultation as needed. This process shall be consistent with a protocol to be provided by TSA.

Acceptable performance requires the Contractor to: document all determinations leading to preparation of a certificate and to provide full reconstruction for TSA HR review and audit purposes. Candidates must be properly certified on the selection certificate in accordance with veterans' preference rules, business rules established at the assessment center, and assessment results. Advice and recommendations provided to the selecting officials and panels on-site must be consistent with established TSA policies and procedures as well as any other applicable laws and statutes.

Miscellaneous Requirements

The Contractor shall ensure the safe, professional, and efficient administration of all aspects of assessment administration and applicant processing. This shall include, but is not limited to:

- Ensuring that all assessments are being conducted appropriately;
- Ensuring that all assessments are administered in a fair, valid, and reliable manner;
- Ensuring that all applicants are provided an environment in which they can perform their best;
- Ensuring that all assessment center disruptions, incidents, applicant complaints, etc. are documented;

- Making ongoing recommendations to TSA on ways to improve the assessment process; and
- Handling all applicant assessment concerns and assessment administration problems, etc. in a professional and timely manner.

Acceptable performance requires that applicants have no bases for challenging assessment outcomes based on Contractor performance, that TSA is kept informed throughout the process and that potential process improvements be identified and brought to TSA's attention as soon as practicable.

The Contractor shall provide data analyses and summary reports as requested by TSA regarding the applicant flow, adverse impact, various demographic groups (i.e., Veterans) success during the applicant process, other pass/fail analyses, and/or reliability and validation analyses.

Attachment Number 2

Performance Work Statement

Withheld in full

b4, b6

Attachment Number 3
Resumes for Key Personnel

Withheld in Full

b4

Attachment Number 4

Contract Operation Plans

CONTRACT OPERATION PLANS

The Contractor shall submit Contract Operation Plans no later than ten (10) days after award. The plans shall be maintained and updated, as needed, throughout the life of this contract. Each plan shall not exceed ten (10) pages.

1. CONTRACT MANAGEMENT PLAN

The Contractor shall designate a single Program Manager with the full responsibility, authority and accountability for the control and coordination of all work performed under the contract. At a minimum, this sub-section of the plan shall address total staffing levels, span of control, chain of command, optimum organizational structure, degree of delegation of authority, and means to optimize responsiveness to the customer and assure effective communications and feedback. Clear lines of authority shall be established.

2. COST MANAGEMENT PLAN

The Contractor shall establish and maintain a contract cost control system and Cost Status Report (CSR), which identifies budgets and incurred costs at the Section 1 and 2 levels. The system shall be used to schedule and track cost milestones, and accumulate expenditures against these milestones. Summary costs shall be included along with other program costs. The Contractor's cost management controls shall include internal policies and procedures, and a process for maintaining, analyzing, modifying and reporting plans, budgets, work authorizations, and cost accumulations.

The Contractor shall submit a monthly Cost Status Report (CSR) to the CO.

3. DATA MANAGEMENT PLAN

The Contractor shall manage and administer submission of data items required by this Contract. Data items consist of reports, analyses, articles, schedules, or other information that is provided on paper, electronic and other media used to record information. The Data Item Descriptions (DID's) are provided in Section J of this contract. The DID's prescribe the content and format for the data items.

The Contractor shall provide a Data Management Plan that includes:

1. The Contractor's approach to managing submission of data items.
2. Data management organization.
3. Configuration control for data items.

The Contractor shall manage and administer submission of data items required by the contract. These data items are the cost, schedule, and other contract management reports the TSA requires for management and administration of this contract.

4. FACILITIES AND RESOURCES PLAN

The Contractor shall provide a detailed plan that describes the distribution of facilities and resources required to house and support the work force assigned to the contract. The plan shall address as appropriate:

1. Building and offices.
2. Office and technical support equipment.
3. PC's.
4. Technical libraries.
5. Vehicles.
6. Training facilities.
7. Security elements.
8. Conference facilities.

5. PERFORMANCE MANAGEMENT PLAN

The Contractor shall establish and maintain a contract performance scheduling and reporting system. The system shall be used to schedule and track the performance of work under the contract. The Contract Performance Report (CPR) shall identify individual segments of work to be performed by the Contractor, a start date, significant milestones, estimated completion date, a brief narrative regarding the status for each segment, and the actual completion date. Constraints and interdependencies among milestones shall be identified. The Contractor shall update the CPR on a monthly basis and deliver it to the Contracting Officer.

6. QUALITY ASSURANCE PLAN

The Contractor shall provide a Quality Assurance Plan that includes:

1. The Contractor's approach to quality assurance.
2. Quality assurance policies and procedures.
3. Proposed quality assurance organization, including organizational position.
4. Schedule for implementation of organization and procedures.
5. Identification of any existing quality programs.

7. STAFFING PLAN

The Contractor shall provide a detailed staffing plan setting forth personnel assignments by name, title, organizational code, location, e-mail address and telephone number. The plan shall include a separate section detailing the responsibilities of each Key Person. The Contractor shall place emphasis on establishing and maintaining an effective group of Key Personnel. Key Personnel shall be separately identified on all detailed staffing plans submitted to the TSA. A Key Personnel Clause is contained in Section H of this contract. The Contractor shall provide sufficient numbers of appropriately qualified personnel to accomplish designated tasks. TSA reserves the right to review resumes and other information regarding qualifications of all Contractor and subcontractor staff and to request alternative or replacement personnel as deemed to best serve Agency needs.

Attachment Number 6

Performance Metrics Statement of Objective

PERFORMANCE METRICS STATEMENT OF OBJECTIVES

Offerors shall prepare a set of performance metrics that demonstrate the Offeror's ability to provide high quality, customer focused HR services. These performance metrics should include, but not be limited to, the following areas:

Recruitment, qualification, and examination
Personnel processing
Benefits processing
Workers' compensation claim processing
Customer communication
Management information reporting

The Offeror is responsible for providing metrics for human capital management. Metrics should include at a minimum:

- Size and shape of the workplace, including, but not limited to: the distribution of employees by pay level, attrition rates, retirement rates and projected eligibility by employee pay level, and ratio of managers to employees.
- Attrition rates, retirement rates, and projected retirement eligibility of agency leaders.
- Data on the distribution of performance appraisal ratings, such as the mean, mode, and standard deviation of scores.
- Average time required to fill vacancies.
- Acceptance rates among job candidates to whom positions are offered.
- Data on the number, size, and cost of bonuses, incentives, and other awards.
- Data from employees satisfaction surveys and focus groups.
- Data from exit interviews.
- Information technology expenses, such as equipment cost, contractor support, upgrades, and training.
- Statistics on grievances and findings over time.
- Number of cases handled and/or resolved via alternative dispute resolution (ADR) programs.
- The agency's total human capital cost in dollars and as a percentage of total budgets.
- Percentage of operations budget spent on recruitment.
- Cost of promotions, grade increases, and with-in grade increases.

In addition to reviewing internal data, agencies may find it useful to benchmark their human capital data against those of high performing public and private sector organizations with comparable missions and circumstance.

Attachment Number 7

Performance Metrics



**APPENDIX B: PERFORMANCE METRICS AND
PERFORMANCE INCENTIVE FEE PROPOSAL**

Accenture maintains performance metrics relevant to measuring TSA's ability to achieve its business goals as shown in Figure B-1. These measures are periodically adjusted to remain consistent with TSA priorities. Accenture provides data on TSA's metrics, as identified in Attachment 6 to the RFP. In Attachment 7 – Performance Metrics (Notional) for Section 2, included in this proposal, Accenture presents a notional view of the metrics TSA may use to monitor achievement of its business objectives. Accenture and TSA, following contract award, confirm the metrics and agree on the processes in which data is gathered and reported.

As part of the performance management process for the HR Services project, Accenture and TSA use a defined subset of TSA's overall metrics to maintain a contractual performance incentive fee process. We understand that TSA requires that the metrics used for the performance incentive fee process

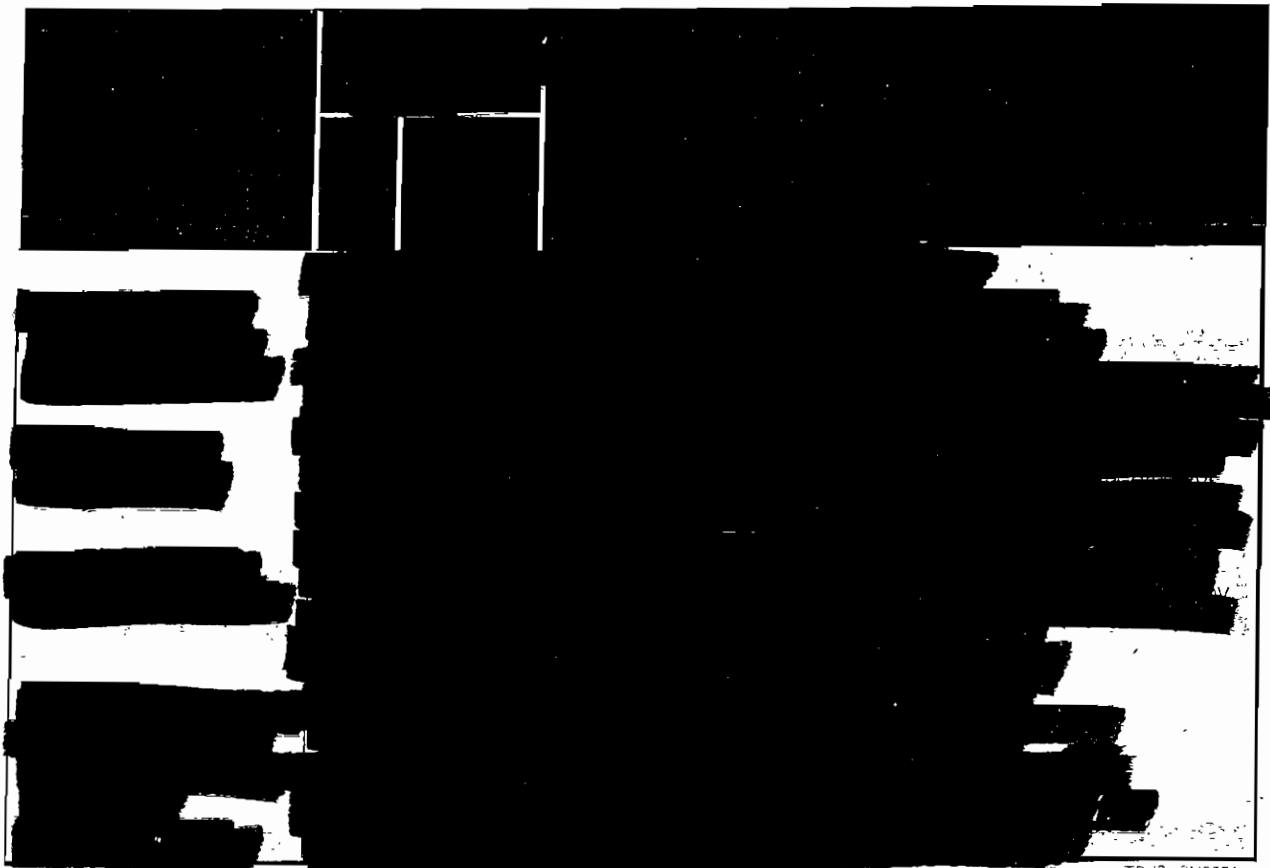
**The Accenture team drives business results
using an actionable, maintainable
metrics program**

- Monthly data collection and quarterly assessment
- Award fee is phased by transition period, calibration period and steady state
- Metrics cover customer service, timeliness and service availability

1 TSAHR-PM2030

relate to Section 2 support, as performed under the Firm-Fixed-Price (FFP) contract CLIN 0003, within each contract year. The metrics we propose TSA use to evaluate the Performance Incentive Fee process are described in the following subsections of this appendix.

B.1



1 TSAHR-PM2031

Figure B-1. Accenture leverages experience from other performance based contracts to align project metrics and TSA business objectives



**B.2 Definition and Maintenance of
Performance Incentive Fees**

We understand TSA offers contractors the opportunity to propose a performance incentive fee. TSA uses incentives to promote achievement of TSA business performance goals within the scope of the HR Services program.

*Figure B-3. Accenture's incentive plan aligns
are incentives with TSA Service Level
Agreement (SLAs)*

**B.4 Performance Metrics Related to the
Incentive / Disincentive Pool**

**B.3 Total Dollars Available in the Incentive
Pool**

Figure B-2. Accenture proposes a phased performance incentive fee schedule



**B.5 Implementation of Performance
Incentive Fee Evaluation Process**

Our incentive plan shows our commitment to partnering with TSA to demonstrate that our work efforts are focused on TSA's desired business objectives.

We also apply a balanced approach to overall Program Management, focusing on metrics related to delivering the integrated solution that meets both high levels of performance as defined in the Service Level Agreement (SLA) and TSA's business objectives.

The performance matrix in Figure B-4 illustrates the incentive plan structure.

Method for measurement: The determination of SLA performance would be assessed based on meeting 80 percent or more of the "target levels" established for the nine incentive-related metrics identified in Figure-PM2011.

B.5.1 Timing of Incentive Fee Evaluation

To enable timely data capture and reporting, while minimizing administrative requirements, we propose a performance incentive fee management process. Our process involves monthly data collection and quarterly assessment. Accenture gathers, summarizes and reports, on a monthly basis, the pre-defined set of performance data as described above. On a quarterly basis, TSA evaluates the Accenture team's performance over

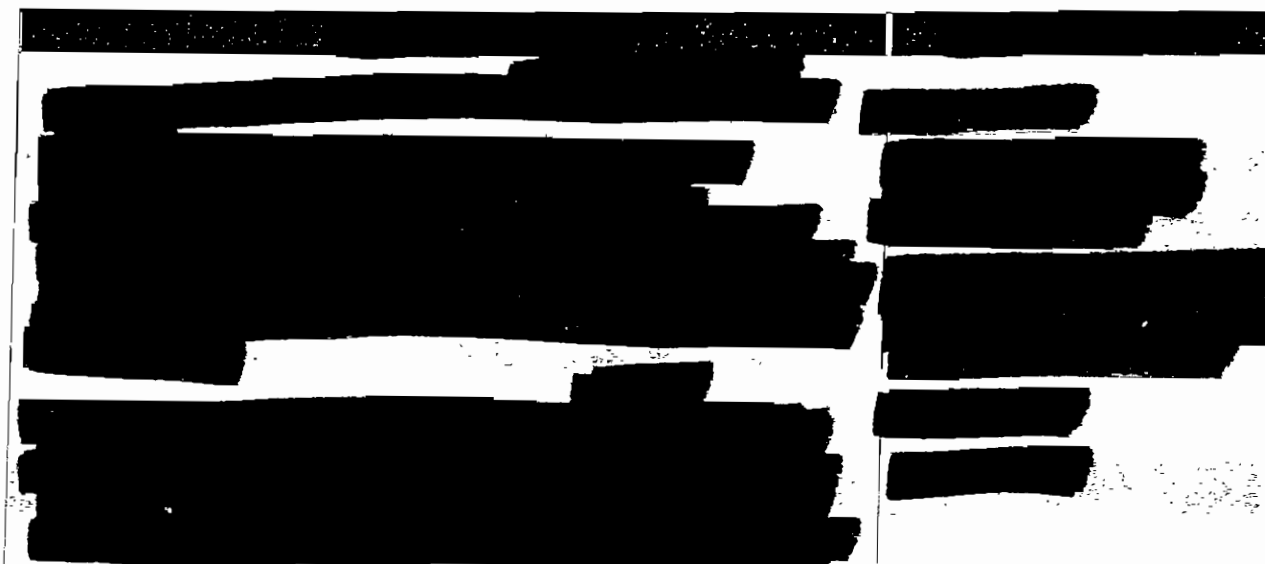


Figure B-4. Incentive Plan Structure

TSA-HR-PM2033



Transportation Security Administration (TSA) Human Resources Services

Section 2

the prior 3 month period.

Based upon the quarterly evaluation process, performance incentive fees for that quarter are awarded to Accenture, up to the maximum. Accenture includes fee awards as part of its subsequent month's invoice for Section 2 support.

B.5.2 Basis for Incentive Fee Metric Assessment

TSA will award the award fee, based upon the weighted score of assessed metrics for each assessment period. The assessment combines Accenture's performance against Service Level Agreement metrics, with those metrics defined to reflect achievement of TSA's objectives. For the initial evaluation period, all metrics are weighted evenly.

B.5.3 Performance and Service Governance

Accenture and TSA establish a Joint Executive Review Committee to provide oversight and direction on metrics and performance issues. This committee is comprised of TSA Senior Management and Accenture Senior Executives. The committee meets monthly during first year of

contract, then quarterly thereafter to review metrics. This committee is responsible for discussing the quarterly results of the Accenture team's award incentives, in conjunction with the TSA HR Services Contracting Officer.

B.6 Benchmarking

As a component of the metrics management process, Accenture conducts benchmark studies to compare TSA HR processes to relevant best practices from other private and public sector entities. Benchmarking against leaders in HR service delivery establishes a context for the service delivery and set of metrics. Accenture uses the Saratoga Institute Human Capital Benchmarking Report and EP First.

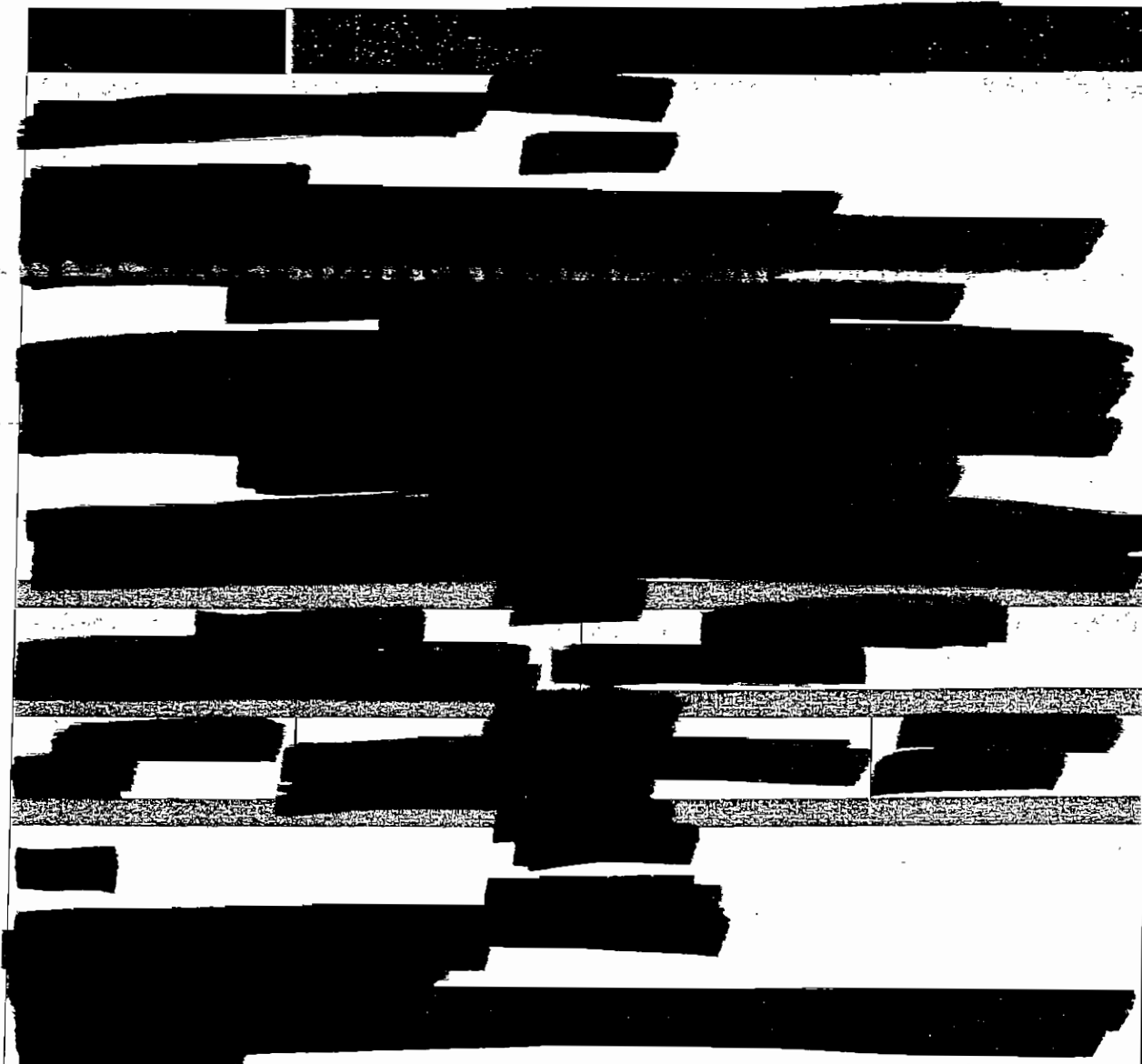
TSA and Accenture jointly establish an objective measurement and comparison methodology. The focus of benchmarking activities includes cost management, process efficiency, service effectiveness/quality and legal compliance. Outcomes of the benchmarking process include validation of service improvement area and updated performance targets.



SAMPLE SERVICE LEVEL AGREEMENT

A sample of a Service Level Agreement is shown in Figure B-5. Accenture works to customize the

format, detail and layout to fit client needs. This is just one type of SLA report TSA could choose.



2 TSAHR-PM2-008

Figure B-5. Accenture's Service Level Agreement outline details contractual performance metrics allowing for incremental improvements throughout the contract term



Attachment Number 7

Performance Metrics (NOTIONAL) for Section 2

The attached Performance Metrics document will be finalized during the initial phase of the HR Services contract, based upon TSA's baseline experience supporting metrics that are tracked.



PERFORMANCE METRICS – NOTIONAL (to be confirmed after contract start)

Section 2 – Metrics	
Task Area	Measure
Ability to provide high quality, customer focused HR services	
Personnel Processing	<ul style="list-style-type: none"> % and # Transactions completed, including: <ul style="list-style-type: none"> Standard Form (SF) 52 and 50 processing Data Adjustments
Benefits Processing	<ul style="list-style-type: none"> % and # Transactions completed, including: <ul style="list-style-type: none"> Life Insurance Retirement (CSRS, FERS) TSP Leave programs Employee Assistance Health Insurance
Workers' Compensation Claim Processing	<ul style="list-style-type: none"> # Transactions completed # and % of claims filed
Task Area	Measure
Human Capital Management	
Size and shape of the workplace	<ul style="list-style-type: none"> Distribution of employees by pay level Attrition Rates Retirement Rates Projected Eligibility by pay level Ratio of Managers to Employees
Agency Leaders	<ul style="list-style-type: none"> Attrition Rates Retirement Rates Projected Retirement Eligibility
Performance Appraisal Ratings	<ul style="list-style-type: none"> Mean Mode Standard Deviation of Scores
Job Notification	<ul style="list-style-type: none"> Acceptance Rates among Candidates to whom positions are offered
Awards	<ul style="list-style-type: none"> Number Size Cost of bonuses, incentives and other awards
Employee Satisfaction	<ul style="list-style-type: none"> Surveys Focus Groups % employees focused on results and improving services
Exit Interview	Number of interviews completed
Labor Employee Management Relations	Statistics on grievances and findings over time
Case Management	<ul style="list-style-type: none"> Number of cases handled and/or resolved via alternative dispute resolution programs



Section 2 – Metrics	
Task Area	Measure
Cost	<ul style="list-style-type: none"> Total Human Capital Cost in dollars as percentage of total budgets % of Operations Budget spent on recruitment Cost of promotions and other pay increases
Information Technology	<ul style="list-style-type: none"> IT Expenses, including upgrades Contractor Support Training
Benchmarking	<ul style="list-style-type: none"> Human Capital Benchmark data on best practice organizations of comparable missions, workforces and circumstances

Area	Target Metric	Basis for Incentive
Customer Satisfaction		
1. Open queries from employees are resolved or have status updates within 2 business days	90% of the time	**
2. Average time to “answer” an employee call in the call center (in seconds)	60 seconds, 80% of the time	**
3. Calls to the call center abandoned by caller after 60 seconds	No more than 5% of the time	**
4. Call center is accessible to callers twelve hours daily, 5 days a week (checked via random audits)	90% of the time	**
5. Receive a ‘Satisfactory Score’ on the employee satisfaction survey (for measures within our direct control)	“Satisfactory Score” on a scale of 1 to 5, with 3 being “Satisfactory”	**
6. Receive a ‘Satisfactory Score’ on the FSD satisfaction survey (for measures within our direct control)	“Satisfactory Score” on a scale of 1 to 5, with 3 being “Satisfactory”	**
Quality		
7. Within 5 business days of start date (i.e., the first day employee is on pay status), a record is established in the DOT Payroll System	90% of the time	**
8. Consistent answers are provided by the call center (based on audited calls with the same question)	90% of the time	**
9. First Call resolution rate	65% of calls are resolved during the First Call	**

** = Denotes metrics used to determine contractor incentive award / disincentive penalty.


Attachment Number 8

Small Business and Small Disadvantaged Business Subcontracting Program

October 16, 2003

Pauline,

I have reviewed Accenture's revised Subcontracting Plan. This plan now incorporates all of the required elements required for a Subcontracting Plan. I recommend that you accept their revised Subcontracting Plan dated August 26, 2003.

Anthony Bell 
Asst. Program Manager
TSA Small Business Office



May 10, 2004

Ms. Pauline Mueller
Contracting Officer
Transportation Security Administration
101 12th Street
Arlington, VA 22202
Via Email: pauline.mueller@dhs.gov

RE: Small Business Subcontracting Plan
Contract # DTSA20-03-C-00546

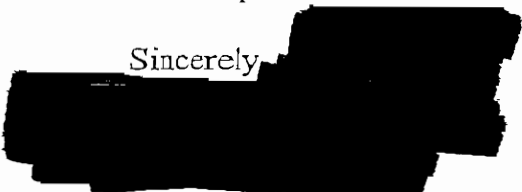
Dear Ms. Mueller:

Modification 11 of the referenced contract was executed on September 25, 2003 which de-obligated \$8 million from CLIN 0005 from the Base Year. This action revised the Base year contract value from \$65,436,885 to \$57,436,885 and the over all contract value from \$214,799,495 to \$206,799,495.

Accenture proposes this reduction be reflected in the current Small Business Subcontracting Plan (SB Plan). To that end I have attached for your review and consideration two spreadsheets that reflect the aforementioned reduction and follow the same logic, percentages and business brake down, as outlined in the current SB Plan.

Should you have questions or require clarification concerning this request please contact me at your earliest possible convenience.

Sincerely,

 66
Sr. Contracts Manager
Accenture LLP

Small Business Subcontracting Plan - Modification

		Base Year		Adjustment		Revised	
		Per Modification 0014					
Total Contract Amount		\$	[REDACTED]		[REDACTED]		[REDACTED]
Total Estimated Value of ALL planned subcontracting		\$	[REDACTED]		[REDACTED]		[REDACTED]
Total Estimated dollar value and percent of planned subcontracting with SMALL BUSINESSES		\$	[REDACTED]		[REDACTED]		[REDACTED]
Total Estimated dollar value and percent of planned subcontracting with SMALL DISADVANTAGED BUSINESSES		\$	[REDACTED]		[REDACTED]		[REDACTED]
Total Estimated dollar value and percent of planned subcontracting with WOMAN-OWNED SMALL BUSINESSES		\$	[REDACTED]		[REDACTED]		[REDACTED]
Total Estimated dollar value and percent of planned subcontracting with HUBZone SMALL BUSINESSES		\$	[REDACTED]		[REDACTED]		[REDACTED]
Total Estimated dollar value and percent of planned subcontracting with VETERAN SMALL BUSINESSES		\$	[REDACTED]		[REDACTED]		[REDACTED]
Total Estimated dollar value and percent of planned subcontracting with SERVICE-DISABLED VETERAN SMALL BUSINESSES		\$	[REDACTED]		[REDACTED]		[REDACTED]
Total estimated dollar and percentage of planned subcontracting with OTHER THAN SMALL BUSINESSES		\$	[REDACTED]		[REDACTED]		[REDACTED]

Small Business Subcontracting Plan - Modification

		Total Contract Per Modification 0014		Adjustment	Revised
	Total Contract Amount	\$		\$	
a.	Total Estimated Value of ALL planned subcontracting [REDACTED]	\$		\$	
b.	Total Estimated dollar value and percent of planned subcontracting with SMALL BUSINESSES [REDACTED]	\$		\$	
c.	Total Estimated dollar value and percent of planned subcontracting with SMALL DISADVANTAGED BUSINESSES [REDACTED]	\$		\$	
d.	Total Estimated dollar value and percent of planned subcontracting with WOMAN-OWNED SMALL BUSINESSES [REDACTED]	\$		\$	
e.	Total Estimated dollar value and percent of planned subcontracting with HUBZone SMALL BUSINESSES [REDACTED]	\$		\$	
f.	Total Estimated dollar value and percent of planned subcontracting with VETERAN SMALL BUSINESSES [REDACTED]	\$		\$	
g.	Total Estimated dollar value and percent of planned subcontracting with SERVICE-DISABLED VETERAN SMALL BUSINESSES [REDACTED]	\$		\$	
h.	Total estimated dollar and percentage of planned subcontracting with OTHER THAN SMALL BUSINESSES [REDACTED]	\$		\$	

b4

SMALL BUSINESS SUBCONTRACTING PLAN

DATE OF PLAN: August 26, 2003
(Revised)

CONTRACTOR: Accenture LLP

ADDRESS: 11951 Freedom Drive, Reston, VA 20190-5651

DUN & BRADSTREET NUMBER: 85-848-5758

SOLICITATION OR CONTRACT NUMBER: DTSA20-02-R-00546

ITEM/SERVICE (Description): TSA HR Services

TOTAL ESTIMATED CONTRACT AMOUNT

[REDACTED] b4
[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]

TOTAL MODIFICATION AMOUNT, IF APPLICABLE: N/A

PERIOD OF CONTRACT PERFORMANCE (Month, Day & Year): 12/12/02 – 12/11/07

1. Type of Plan (check one)

X Individual plan (all elements developed specifically for this contract and applicable for the full term of this contract).

_____ Master plan (goals developed for this contract) all other elements standardized and approved by a lead agency Federal Official; must be renewed every three years and contractor must provide copy of lead agency approval.

_____ Commercial products/service plan, including goals, covers the offerer's fiscal year and applies to the entire production of commercial items or delivery of services sold by either the entire company or a portion thereof (e.g., division, plant, or product line); this includes planned subcontracting for both commercial and Government business.

2. Goals

State separate dollar and percentage goals for Small Business (SB), Small Disadvantaged Business (SDB), Woman-owned Small Business (WOSB), Historically Underutilized Business Zone (HUBZone) Small Business, Veteran-owned Small Business (VOSB), Service-Disabled Veteran-owned Small Business (SDVOSB), and "Other than small business" (Other) as subcontractors, for the base year and each option year, as specified in FAR 19.704 (break out and append option year goals, if the contract contains option years) or project annual subcontracting base and goals under commercial plans.

- a. Total estimated dollar value of ALL planned subcontracting, i.e., with ALL types of concerns under this contract: \$76,162,663.00 (b + h = a)

[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]

b4

- b. Total estimated dollar value and percent of planned subcontracting with SMALL BUSINESSES (including SDB, WOSB, HUBZone, VOSB, and SDVOSB):

[REDACTED]
[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]

b4

- c. Total estimated dollar value and percent of planned subcontracting with SMALL DISADVANTAGED BUSINESSES:

[REDACTED]
[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]

04

- d. Total estimated dollar value and percent of planned subcontracting with WOMAN-OWNED SMALL BUSINESSES: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

b4

[REDACTED]

[REDACTED]

- e. Total estimated dollar and percent of planned subcontracting with HUBZone SMALL BUSINESSES: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

b4

[REDACTED]

[REDACTED]

- f. Total estimated dollar and percent of planned subcontracting with VETERAN SMALL BUSINESSES: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

b4

[REDACTED]

[REDACTED]

- g. Total estimated dollar and percent of planned subcontracting with SERVICE-DISABLED VETERAN SMALL BUSINESSES: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

b4

[REDACTED]

[REDACTED]

- h. Total estimated dollar and percent of planned subcontracting with "OTHER THAN SMALL BUSINESSES": [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

b4

[REDACTED]

[REDACTED]

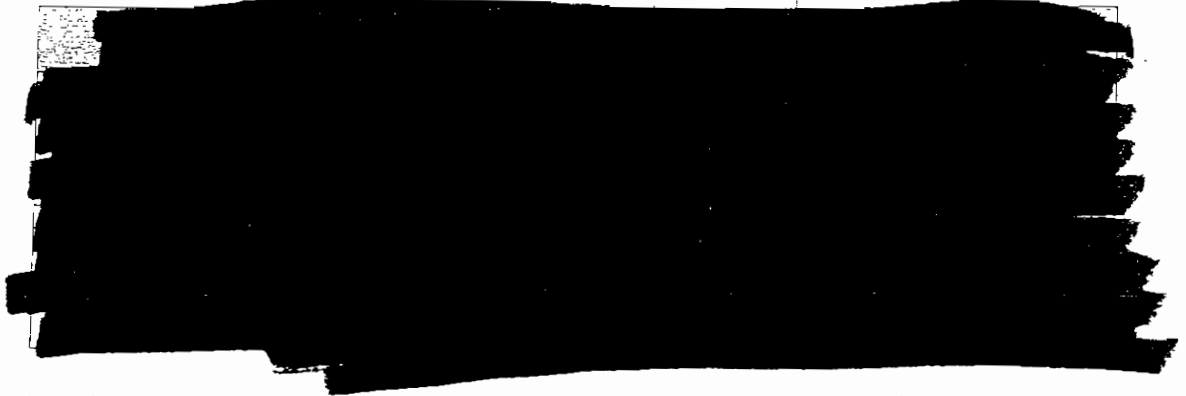
- Notes:
1. TSA prime contract goals are:
SB equals 40%; SDB equals 14.5%; HUBZone equals 5%, WOSB equals 3%, VOSB equals 3%, and SDVOSB equals 3% and can serve as objectives for subcontracting goal development.
 2. SDB, WOSB, HUBZone, VOSB, and SDVOSB goals are subsets of SB and should be counted and reported in multiple categories, as appropriate.

- i. Provide a description of ALL the products and/or services to be subcontracted under this contract, and indicate the size and type of business supplying them (check all that apply).

b4

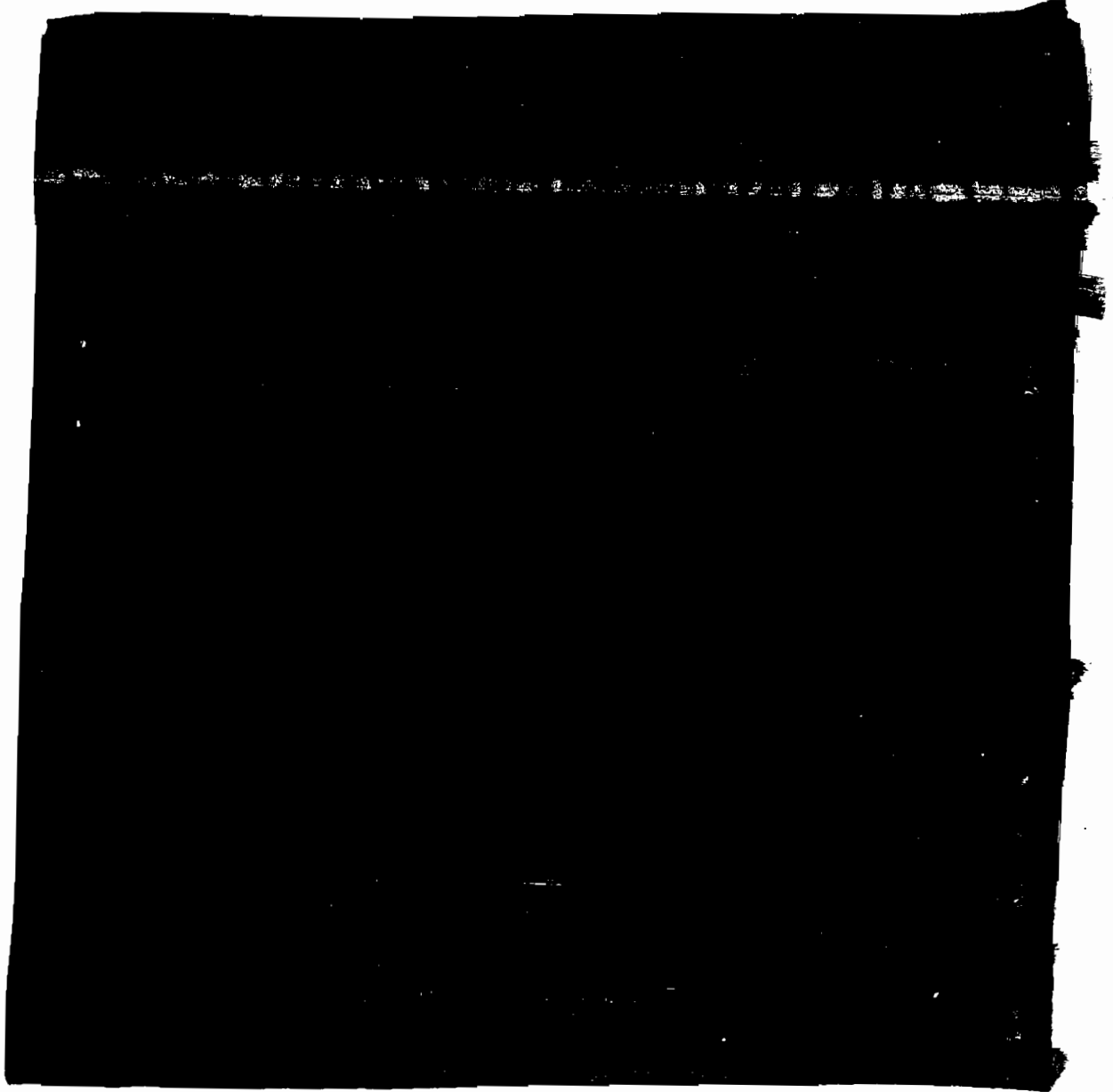
[REDACTED]

b1



j. Provide a description of the method used to develop the subcontracting goals.

b4



k. Indirect costs have ____ have not X been included in the dollar and percentage subcontracting goals above (check one).

1. If indirect costs have been included, explain the method used to determine the proportionate share of such costs to be allocated as subcontracts to SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns. N/A

3. Program Administrator:

NAME/TITLE:

ADDRESS:

TELEPHONE/E-MAIL:

Duties: Has general overall responsibility for Accenture's subcontracting program, i.e., developing, preparing, and executing subcontracting plans and monitoring performance relative to the requirements of those subcontracting plans. Other duties include, but are not limited to, the following activities:

- a. Developing and promoting company-wide policy initiatives that demonstrate the company's support for awarding contracts and subcontracts to SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns; and for assuring that these concerns are included on the source lists for solicitations for products and services they are capable of providing.
- b. Developing and maintaining bidder source lists of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns from all possible sources;
- c. Ensuring periodic rotation of potential subcontractors on bidder's lists;
- d. Ensuring that requests for contracts (RFC) are designed to permit the maximum practicable participation of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns;
- e. Accessing various sources for the identification of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns to include the SBA's PRO-Net and SUB-Net Systems, (<http://www.sba.gov>), the Federal Acquisition Computer Network (FACNET) Contractor Registration Database, the National Minority Purchasing Council Vendor Information Service, the Office of Minority Business Data Center in the Department of Commerce, local small business and minority associations, contact with local chambers of commerce and Federal agencies' Small Business Offices;
- f. Establishing and maintaining contract and subcontract award records;
- g. Participating in Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, Procurement Conferences, etc;
- h. Ensuring that SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns are made aware of subcontracting opportunities and assisting concerns in preparing responsive bids to the company;

- i. Conducting or arranging for the conduct of training for purchasing personnel regarding the intent and impact of Section 8(d) of the Small Business Act, as amended;
- j. Monitoring the company's subcontracting program performance and making any adjustments necessary to achieve the subcontract plan goals;
- k. Preparing, and submitting timely, required subcontract reports;
- l. Coordinating the company's activities during the conduct of compliance reviews by Federal agencies.
- m. Reviewing solicitations to remove statements, clauses, etc., which may tend to restrict or prohibit small business and small disadvantaged business participation.
- n. Ensuring periodic rotation of potential subcontractors on bidders lists.
- o. Coordinating the conduct of contractor's activities involving its small and small disadvantaged business subcontracting program.

4. Equitable Opportunity

Describe efforts the offeror will make to ensure that SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns will have an equitable opportunity to compete for subcontracts. These efforts include, but are not limited to, the following activities:

- a. Outreach efforts to obtain sources:
 - 1. Contacting minority and small business trade associations; 2) contacting business development organizations and local chambers of commerce;
 - 3) attending SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB procurement conferences and trade fairs; 4) requesting sources from the Small Business Administrations (SBA) PRO-Net and SUB-Net Systems, (<http://www.sba.gov/>) and other SBA and Federal agency resources; and
 - 5) Conducting market surveys to identify new sources.
- b. Internal efforts to guide and encourage purchasing personnel:
 - 1) Conducting workshops, seminars, and training programs;
 - 2) Establishing, maintaining, and utilizing SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB source lists, guides, and other data for soliciting subcontractors; and
 - 3) Monitoring activities to evaluate compliance with the subcontracting plan.
- c. Additional efforts:
 - 1. Accenture LLP has employed a policy of making capabilities of small, small disadvantaged, and small women-owned businesses known to partners prior to receipt of any particular RFP. In that way, when potential sources are considered, the qualification small, small disadvantaged, and small women-owned businesses are known and considered. This is accomplished in a number of ways. The most effective way is dealing

with firms with whom we have worked on prior engagements. These organizations have a proven track record. The firm also interviews and circulates the literature of small, small disadvantaged, and small women-owned businesses as we become aware of their existence and these resources are also drawn upon as appropriate. Referrals are also made by other firms that we do business with, either in response to a particular RFP or in general. Finally, Accenture LLP has as clients a large number of small businesses with whom we are intimately familiar and who we can call upon as subcontractors

2. Accenture LLP utilizes the services associated with the individual contracts and agencies' small business utilization offices. The Department of Defense in conjunction with George Mason University has provided Accenture LLP with information on small businesses through its Procurement Assistance Center (PTAC).

5. Flow Down Clause

Accenture LLP agrees to include the provisions under FAR 52.219-8, "Utilization of Small Business Concerns," in all acquisitions exceeding the simplified acquisition threshold that offers further subcontracting opportunities. All subcontractors, except small business concerns, that receive subcontracts in excess of \$500,000 (\$1,000,000 for construction) must adopt and comply with a plan similar to the plan required by FAR 52.219-9, "Small Business Subcontracting Plan." (Flow down is not applicable for commercial items/services as described in 52.212-5(e) and 52.244-6(c).)

6. Reporting and Cooperation

Accenture LLP gives assurance of (1) cooperation in any studies or surveys that may be required; (2) submission of periodic reports which show compliance with the subcontracting plan; (3) submission of Standard Form (SF) 294, "Subcontracting Report for Individual Contracts," and SF-295, "Summary Subcontract Report," in accordance with the instructions on the forms.

Reporting Period	Report Due	Due Date
Oct 1 - Mar 31	SF-294	4/30
Apr 1 - Sept 30	SF-294	10/30
Oct 1 - Sept 30	SF-295	10/30

- a. Submit SF-294 to cognizant Awarding Contracting Officer.
- b. Submit SF-295 to cognizant Awarding Contracting Officer and to Ramona A. Jones at:

Office of Small & Disadvantaged Business Utilization
Transportation Security Administration
TSA HQ, West Building
601 South 12th Street
Arlington, VA 22202-4220

7. Record keeping

The following is a recitation of the types of records the contractor will maintain to demonstrate the procedures adopted to comply with the requirements and goals in the subcontracting plan. These records will include, but not be limited to, the following:


- a. SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB source lists, guides and other data identifying such vendors;
- b. Organizations contacted in an attempt to locate SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB sources;
- c. On a contract-by-contract basis, records on all subcontract solicitations over \$100,000, which indicate for each solicitation whether SB, SDB, WOSB, HUBZone, VOSB, and/or SDVOSB concerns were solicited, if not, why not and the reasons solicited concerns did not receive subcontract awards.
- d. Records to support other outreach efforts, e.g., contacts with minority and small business trade associations, attendance at small and minority business procurement conferences and trade fairs;
- e. Records to support internal guidance and encouragement provided to buyers through (1) workshops, seminars, training programs, incentive awards; and (2) monitoring performance to evaluate compliance with the program and requirements; and
- f. On a contract-by-contract basis, records to support subcontract award data including the name, address, and business type and size of each subcontractor. (This item is not required on a *contract – by – contract basis* for company or division-wide commercial plans.)

SIGNATURE PAGE

(Applies to Master or Commercial type plans)

This master or commercial type subcontracting plan is submitted by:

Contractor: Accenture LLP

Contractor Signature: 

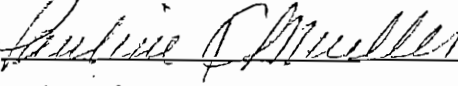
Typed Name: Steven H. Goodman

Title: Director of Contracts

Date Prepared: August 26, 2003

And Is Accepted By:

Agency: TRANSPORTATION SECURITY ADMINISTRATION

Contracting Officer Signature: 

Typed Name: PAULINE K. MUELLER

Date: ~~12 Oct 03~~ 17 Oct 03

SMALL BUSINESS AND SMALL DISADVANTAGED
BUSINESS SUBCONTRACTING PROGRAM

CORPORATE PLAN ☐ CONTRACT PLAN ☐ DATE: _____

CONTRACTOR: _____

ADDRESS: _____

SOLICITATION OR CONTRACT
NUMBER: _____

ITEM/SERVICE: _____

TOTAL ANNUAL SALES: \$ _____

The following, together with any attachments, is hereby submitted as a Subcontracting Plan to satisfy the applicable requirements of Public Law 95-507 as implemented by OFPP Policy Letter 80-2.

1. a) Total estimated dollar value of all planned subcontracting (to all types of business concerns) under ☐ this corporate plan ☐ this contract plan: \$ _____.

b) Estimated dollar value of subcontracting goals planned for ☐ this corporate plan ☐ this contract plan.

(i). Small Business Concerns (do not include Small Disadvantaged business concerns):
\$ _____; Percentage of amount in 1.a: _____%.

(ii). Small Disadvantaged Business Concerns: \$ _____; Percentage of amount in 1.a: _____%.

c) The following principal products and/or services will be subcontracted under ☐ this corporate plan ☐ this contract plan, and the distribution among small, small disadvantaged, and other than small businesses is as follows:

Small Business Concerns: (provide a narrative)

Small Disadvantaged Business Concerns: (provide a narrative)

Other than Small Business Concerns: (provide a narrative)

d) The following method was used in developing subcontract goals:

[Explain how the product and service areas to be subcontracted were established; how the areas to be subcontracted to small and small disadvantaged business concerns were determined; and how small and small disadvantaged business concerns capabilities were determined, to include identification of source lists utilized in making those determinations.]

(Provide a narrative)

e) Indirect and overhead costs:

[] have been [] have not been included in the goals specified in 1.b.(i) and (ii) above. (It is suggested overhead costs be included.)

f) If "have been" is checked, explain the method used in determining the proportionate share of indirect and overhead costs to be allocated as subcontracts to small business concerns and small disadvantaged business concerns.

(Provide a narrative)

2. The following individual will administer the subcontracting program:

NAME: _____

ADDRESS & TELEPHONE NO.: _____

TITLE: _____

This individual's specific duties, as they relate to the firm's subcontracting program, are as follows:

General overall responsibility for this company's Small Business Program, the development, preparation and execution of individual subcontracting plans and the monitoring of performance relative to contractual subcontracting requirements contained in this plan, including but not limited to:

a) Developing and maintaining bidders listed of small and small disadvantaged business concerns from all possible sources, to insure individuals will have an equitable opportunity to complete for subcontracts.

b) Ensuring that procurement packages are structured to permit small and small disadvantaged business concerns to participate to the maximum extent possible.

c) Assuring inclusion of small and small disadvantaged business concerns in all solicitations for products or services which they are capable of providing.

d) Reviewing solicitations to remove statements, clauses, etc., which may tend to restrict or prohibit small business and small disadvantaged business participation.

e) Ensuring periodic rotation of potential subcontractors on bidders lists.

f) Ensuring that the bid proposal review board documents its reasons for not selecting low bids submitted by small and small disadvantaged business concerns.

g) Ensuring the establishment and maintenance of records of solicitations and subcontract award activity.

h) Attending or arranging for attendance of company counselors at Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, etc.

i) Conducting or arranging for conducting of motivational training for purchasing personnel pursuant to the intent of P.L. 95-507.

j) Monitoring attainment of proposed goals.

k) Preparing and submitting required periodic subcontracting reports.

l) Coordinating contractor's activities during the conduct of compliance reviews by Federal agencies.

m) Coordinating the conduct of contractor's activities involving its small and small disadvantaged business subcontracting program.

n) Additions to (or deletions from) the duties specified above are as follows: (Provide a Narrative)

3. The following efforts will be taken to assure that small and small disadvantaged business concerns will have an equitable opportunity to compete for subcontracts:

a) Outreach efforts have been or will be made as follows:

(i). Contacts with minority and small business trade associations.

(ii). Contacts with business development organizations.

(iii). Attendance at small and minority business procurement conferences and trade fairs.

(iv). Sources will be requested from SBA's PASS System.

b) The following internal efforts will be made to guide and encourage buyers:

(i). Workshops, seminars and training programs will be conducted.

(ii). Activities will be monitored to evaluate compliance with this subcontracting plan.

c) Small and small disadvantaged business concern source lists, guides and other data identifying small and small disadvantaged business concerns will be maintained and utilized by buyers in soliciting subcontracts.

d) Additions to (or deletions from) the above listed efforts are as follows: (Provide a narrative)

4. The bidder (contractor) agrees that the clause entitled "Utilization of Small Business Concerns and Small Business Concerns Owned and Controlled by Socially and Economically Disadvantaged Individuals" will be included in all subcontracts which offer further subcontracting opportunities, and all subcontractors except small business concerns who receive subcontracts in excess of \$500,000 will be required to adopt and comply with a subcontracting plan similar to this one. Such plans will be reviewed by comparing them with the provisions of Public Law 95-507, and assuring that all minimum requirements of an acceptable subcontracting plan have been satisfied. The acceptability of percentage goals shall be determined on a case-by-case basis depending on the supplies/services involved, the availability of potential small and small disadvantaged subcontractors, and prior experience. Once approved and implemented, plans will be monitored through the submission of periodic reports, and/or, as time and availability of funds permit, periodic visits to subcontractors facilities to review applicable records and subcontracting program progress.

5. The bidder (contractor) agrees to submit such periodic reports and cooperate in any studies or surveys as may be required by the Contracting agency or the Small Business Administration in order to determine the extent of compliance by the bidder with the subcontracting plan and with the clause entitled "Utilization of Small Business Concerns and Small Business Concerns Owned and Controlled by Socially and Economically Disadvantaged Individuals", contained in the contract.

6. The bidder (contractor) agrees that he will maintain at least the following types of records to document compliance with this subcontracting plan:

a) Small and Small Disadvantaged Business Concern source lists, guides and other data identifying Small and Small Disadvantaged Business Concerns.

b) Organizations contacted for small and small disadvantaged business sources.

c) On a contract-by-contract basis, records on all subcontract solicitations over \$100,000, indicating on each solicitation:

1) whether small business concerns were solicited, and if not, why not;

2) whether small disadvantaged business concerns were solicited, and if not, why not;

3) reasons for failure of solicited small or small disadvantaged business concerns to receive the subcontract award.

d) Records to support other outreach efforts: Contacts with Minority and Small Business Trade Associations, etc. Attendance at Small and Minority Business Procurement Conferences and trade fairs.

e) Records to support internal activities to guide and encourage buyers; Workshops, Seminars, training programs, etc. Monitoring activities to evaluate compliance.

f) On a contract-by-contract basis, records to support subcontract award data to include name and address of subcontractor.

g) Records to be maintained in addition to the above are as follows:

(Provide a narrative)

SIGNED: _____

TYPED NAME: _____

TITLE: _____

DATE: _____

PLAN ACCEPTED BY: _____

Contracting Officer

DATE: _____



Service Level Agreement



Service Level Agreement

Version History

Version	Amendment Description	Date
1.0	First approved version of Service Level Agreement	07/31/03



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1 Definitions

1.1 Scope of Agreement

A Service Level Agreement (SLA) is a document in which the service level commitments and relevant supporting processes are described. This SLA should be regarded as a flexible document in order to meet changing business and technical requirements and allow for continuous improvement. This SLA covers definitions of terms, calculations, and service level commitments for each of the Service Level Metrics also known as the Performance Metrics.

List of Performance Metrics

Metric Objective	Metric Description	Target Service Level
Call Center		
<input type="checkbox"/> Average Speed to Answer	<input type="checkbox"/> Number of seconds it takes to answer a call.	<input type="checkbox"/> Average time to answer a call <= 60 seconds
<input type="checkbox"/> Call Abandonment Rate	<input type="checkbox"/> Provide percentage of calls in which the end- user abandons (disconnects) the call before it is answered by a customer service representative.	<input type="checkbox"/> Calls abandoned after 60 seconds is <= 5 % of total calls
<input type="checkbox"/> Call Center Availability	<input type="checkbox"/> Percentage of time the Call Center is available from the hours of 7:00 AM CST/CDT – 7:00 PM CST/CDT	<input type="checkbox"/> Call Center is available >= 98% of scheduled uptime
<input type="checkbox"/> First Call Resolution Rate	<input type="checkbox"/> Percentage of calls answered on the first attempt out of the total number of calls in the "first call resolution category"	<input type="checkbox"/> First Call Resolution rate >= 85%
Technology		
<input type="checkbox"/> PeopleSoft Portal Availability	<input type="checkbox"/> Percentage of time the portal is available	<input type="checkbox"/> PeopleSoft Portal Availability >= 95% of scheduled uptime
Call Center /HR Admin Center		
<input type="checkbox"/> Inquiry Resolution Time	<input type="checkbox"/> Percentage of "Inquiry" type calls resolved in 2 or fewer full business days	<input type="checkbox"/> Inquiry Resolution Time Percentage >= 90%
<input type="checkbox"/> Critical Service Request Resolution Time	<input type="checkbox"/> Percentage of Service Requests with a severity of "Critical" resolved within 1 full business day	<input type="checkbox"/> Critical Service Request Percentage >= 90%
HR Admin Center		
<input type="checkbox"/> EOD Information Entered into System,of Record	<input type="checkbox"/> Percentage of New Hires whose required Entry on Duty (EOD) forms are entered into CPMIS before the payroll cut-off date	<input type="checkbox"/> EOD Form Entry,Percentage >= 96%



Service Level Agreement

Metric Objective	Metric Description	Target Service Level
HR Admin Center (cont'd)		
<input type="checkbox"/> EOD Information Quality	<input type="checkbox"/> Percentage of New Hires whose required Entry on Duty (EOD) forms are entered accurately into CPMIS	<input type="checkbox"/> EOD Information Quality Percentage $\geq 90\%$
<input type="checkbox"/> Initial Formal OPF Established	<input type="checkbox"/> Percentage of OPF's created within 20 full business days of orientation date	<input type="checkbox"/> OPF Establishment Percentage $\geq 90\%$
<input type="checkbox"/> Benefits Transaction Processing	<input type="checkbox"/> Percentage of FEHB Benefits Transactions completed before following period's payroll cutoff date.	<input type="checkbox"/> Benefits Transaction Processing Percentage $\geq 95\%$
<input type="checkbox"/> Workers' Compensation Claim Filing	<input type="checkbox"/> Percentage of Workers' Compensation Claims filed within 6 full business days of submission	<input type="checkbox"/> Workers' Compensation Claim Filing Percentage $\geq 90\%$
<input type="checkbox"/> Offer Notification Time	<input type="checkbox"/> Percentage of offers for which the first call is made to the candidate within 4 full business days of receipt of the CERT list	<input type="checkbox"/> Offer Notification Percentage $\geq 90\%$
<input type="checkbox"/> Offer Letter Quality	<input type="checkbox"/> Percentage of offer letters which are sent out containing accurate information.	<input type="checkbox"/> Offer Letter Quality Percentage $\geq 93\%$
<input type="checkbox"/> Accept/Reject Offer Processing Time	<input type="checkbox"/> Percentage of candidates for whom the number of full business days from when the first call is made, until the candidate either accepts, rejects, or 3 phone calls are made with no response and the candidate is returned to the ready pool is less than or equal to 7.	<input type="checkbox"/> Accept/Reject Offer Processing Percentage $\geq 90\%$
Management Information Reporting		
<input type="checkbox"/> Performance Management Report Submission	<input type="checkbox"/> Percentage of Contract Performance Reports, Performance Metrics Reports, and selected operational reports that are submitted on time	<input type="checkbox"/> Performance Management Report Submission Percentage $\geq 90\%$

1.2 Terms

- **Actual Uptime** - Of the Scheduled Hours, the total number of hours in any month during which each defined System is actually available for use or access by end-users
- **Excusable Downtime** - of the Scheduled Uptime, the total number of hours in any month during which each defined System is down due to action or inaction by Client or Client Agents, is down due to a Force Majeure Event, or is down as agreed upon by TSA and Accenture.
- **Scheduled Downtime** - the hours during which the system is routinely scheduled to not be available to end-users. This typically represents nightly downtime to perform updates, batch processing, system



backups, etc. During these times the system may in fact be accessible to the end-user. However, unless these downtimes occur during normal hours of availability, Accenture will not measure or report availability for these periods.

- Scheduled Hours - the days of the week and hours per day that each defined system is scheduled to be available for use by end-users, subject to adjustment for mutually agreed upon Excusable Downtime
- Scheduled Uptime - of the Scheduled Hours, the total number of hours in any month during which each defined system or application is scheduled to be available for use by end-users
- Total Availability - the percentage of Scheduled Uptime each month the defined system or applications are available for use by end-users
- CSR (Customer Service Representative) - CSRs answer the incoming TSA employee calls to the Call Center
- ACD (Automated Call Distributor) - the ACD automatically routes calls to the next available CSR
- CRM (Customer Relations Management) - the Customer Relations Management System used for this project is Siebel
- EOD (Entry on Duty) - Entry on Duty refers to the process, forms, etc. involved with starting a new employee.
- OPF (Official Personnel Folder) - this folder is used to hold all forms applicable to an employee's benefits, personnel information, demographic data, etc.
- CPMIS (Consolidated Personnel Management Information System) - System of Record for TSA
- WCIS (Workers Compensation Information System) - System in which worker's compensation claims are electronically transmitted to the Department of Labor
- FEHB - Federal Employee Health Benefits form

1.2.1 Calculation Method

Unless otherwise noted for an individual service level measurement, calculations are performed as follows:

1. System or Application Availability Calculation

- Document Unscheduled Downtime - During the month all availability exceptions will be identified for the system or application in question. An availability exception occurs only in cases where the system is unavailable during Scheduled Uptime. This does not include Excusable Downtime. The method of capturing these exceptions will vary for each measurement and will be defined within the measurement definitions.
- Calculate Actual Uptime - Actual Uptime for the system or application will be calculated by subtracting Unscheduled Downtime from the number of hours of Scheduled Uptime
- Calculate Total Availability - Total Availability for the system or application will be calculated by adding Actual Uptime to Excusable Downtime, and dividing the result by Scheduled Uptime

2. Measurement Period Percentage Calculation

- Records created on or after August 1, 2003 will be included in the evaluation of the metrics
- Applicable Records for Measurement Period - For all metrics involving the number of requests processed in a given measurement period, only those requests completed in that month will be



evaluated. For Siebel tickets, only tickets closed in that measurement period will be evaluated. In other words, the completion percentage will be calculated using only tickets or critical activities within a ticket with a closed date in the given month. For metrics extracted from CPMIS the inclusion criteria will be based on the CPMIS Process Date, rather than the Siebel Closed Date.

- Completion Percentage Calculation - The number of applicable records processed in the target timeframe will be divided by the total number of applicable records to determine the percentage achieving the target. If the volume threshold is exceeded (see 1.4 Volume Thresholds), then the total number records processed over the threshold number will be used for the calculation.

3. Quarterly Calculation Percentage

- In order to determine the percentage of the Performance Incentive Metrics met for each quarter, the total number of metrics met for the quarter will be divided by the total number of applicable performance metrics. For example if the targets are met for the quarter for 14 out of 16 active metrics, the percentage of total metrics met is 87.5%. In the event that there is no activity for an entire quarter for an active metric, the metric will be excluded from the percentage of total metrics met. Therefore if there are 16 metrics, but there is no activity for one metric, the calculation will now become the number of metrics met divided by a total of 15 metrics.

1.3 Standard Exceptions

This section defines the common conditions under which Accenture is entitled to relief of any penalties for failure to attain the designated service levels. The Standard Exceptions, as referenced later in this document are comprised of:

- All circumstances that constitute a Force Majeure Event as defined as acts of nature;
- Any failure to meet a designated service level due to a failure of a product that has gone out of service, in instances where Accenture has notified TSA of the impending status of the product and TSA has elected not to upgrade the product to a supported version;
- Any action or inaction by TSA that is the substantive cause of a failure to meet a designated service level. The following are examples of failures to meet designated service level under which Accenture is entitled to relief. This is an illustrative list and is not meant to be all inclusive.
 - theft or damage to equipment in a location where TSA is responsible for physical security of assets
 - inability to access equipment in a location managed by TSA
 - outages or other problems resulting from TSA mandated changes to the operating environment, software, systems, etc.
 - failure of TSA to perform required tasks, or to make equipment available as required
- Any time during which any system that is critical to Accenture's responsibilities, yet out of Accenture's control, is down (e.g., CPMIS). Some of these scenarios have been documented in individual metric sections where external system dependencies have been identified.
- Any transactions identified as "backlog." Backlog requests include transactions left unfinished by the previous contractor, as well as requests affected by these outstanding transactions.
- Any time during which a service request is classified as "Pending." A service request may be placed in an on hold status in Siebel to prevent the metric time from accruing while the request is outside of Accenture's control. Some examples of scenarios for which a request may be placed On Hold are:



- Further Information/Employee Action Needed - The CSR has contacted the customer and is waiting for additional information or action from the customer
- Forms missing or incomplete - Service request has been open but EOD forms are incorrect, incomplete or not received due to a third party inaction
- Future Effective Date Requests - Caller designates a change to be effective as of a later date
- Pay Period Dependency - Request is designated to be processed during a later pay period. Without pending the request, the resolution time would increase regardless of the fact that the request cannot be processed until a subsequent pay period.
- 3rd Party Dependency - Service request is dependent on a 3rd party (e.g., DOT, CPS, Lockheed, etc.)
- TSA Approval Required - Service request is awaiting approval from TSA
- All requests received prior to August 1st, 2003. Metrics are tracked starting August 1st; therefore, any requests received prior to this point will be excluded.

1.4 Volume Thresholds

There are agreed upon volume thresholds as designated in the individual sections of the SLA for many of the metrics. The exact specifications vary per metric however there are some general categories of volume thresholds.

1. Volume Thresholds for Call Center Metrics: For the Call Center Metrics, the volume thresholds will be established by using three consecutive months as a baseline for determining the average. A daily average call volume will be derived. If the call volume on any future date is more than 15% above the baseline average daily volume, then those records may be excluded from the metric results. All calls received by the Call Center on any given day during the measurement period will be counted in determining if the volume received has gone above the threshold. This includes calls that are outside of the scope of the contract, i.e. Backlog calls. The following are Call Center metrics affected by this daily average volume threshold:
 - Average Speed to Answer
 - Abandonment Rate
 - First Call Closure Rate
 - Inquiry Resolution Rate
 - Critical Service Request Resolution Time
2. Volume Thresholds for Transactional Metrics: For other metrics, if the threshold is exceeded, Accenture is evaluated based on the number of records processed versus the number of records completed within the target. The following metrics fall into this category:
 - EOD Information into System of Record
 - Initial Formal OPF Established
 - Benefits Transaction Processing
 - Workers' Compensation Claim Filing
 - Offer Notification Time
 - Accept / Reject Offer Processing Time



The specific details on volume thresholds can be found in the individual metric sections and an example calculation can be found in Appendix F. Volumes will be counted based on date received of the request. If a record goes into Pending status, it will be counted into the volume as the other records based on date originally received.

1.5 Business Days/Hours

This section defines business days as used in this document and differentiates business days from calendar days. Several of the service items defined in this document are measured in business days. Definitions are provided below:

- Business days are defined as Monday through Friday, excluding TSA recognized holidays. The Call Center and HR Admin Center are both closed on TSA recognized holidays
- Calendar days, referred to in the document simply as 'days', are every day on the calendar, including weekends and holidays
- Business Hours are defined as 8:00 AM – 5 PM EST/EDT Monday through Friday
- Call Center Hours are 7:00 am – 7:00 pm CST/CDT Monday through Friday



2 Performance Metrics

2.1 Average Speed to Answer

2.1.1 Definition

Average Speed to Answer represents the average time elapsed before calls are picked up by Customer Service Representatives (CSRs). The caller navigates through the Automated Call Distributor (ACD) to correctly route his or her call. The hold time begins when the call is forwarded to a CSR.

2.1.2 Service Level

The service level and target for this measure is 60 seconds. The average hold time before speaking with a CSR for each month should be less than 60 seconds. Performance against this service level will be reported on a monthly basis.

2.1.3 Calculation

The summary calculation for this service level item is:

Average Speed to Answer = Total Answer Time for all Calls Summed for Measurement Period / Total Number of Calls in the Measurement Period

The calculation detail is as follows:

- Accenture will use the telephone system switch, or ACD, to record each call incident
- The answer time, from when the caller selects an option that forwards the call to a CSR to when the CSR picks up the call, will be tracked in the telephone system

2.1.4 Tools

The automated process for tracking call activity is provided within the Call Center telephone system. Each call incident and its answer time are recorded within the ACD. The average call answer time is extracted from the telephone system and reported on a monthly basis.

2.1.5 Volume Threshold

If the call volume spikes on any given day more than 15% over the average due to an unforeseen event outside the control of Accenture, potential relief from this metric or exclusion of certain records will be open for discussion between Accenture and TSA.

2.1.6 Exceptions

Standard Exceptions as documented in Section 1.3

Any calls automatically routed to a 3rd party via the Call Center phone menu will be excluded.

2.1.7 Maintenance

Metric Number	1
Measurement Period	Monthly
First Reporting Period	8/2003



Service Level Agreement

First Report Due	9/2003
------------------	--------



2.2 Call Center Abandonment Rate

2.2.1 Definition

The Call Center Abandonment Rate represents the number of calls "abandoned" by callers before a CSR answers, expressed as a percentage of total Call Center calls. Specifically, the definition of Call Center Abandonment Rate is Total Number of Abandoned Calls divided by the Total Number of Call Center Calls. Calls will not be considered "abandoned" if the caller ends the call in less than 60 seconds. The 60 second hold time begins when the caller selects the option that forwards the call to a CSR.

2.2.2 Service Level

The service level and target for this measure is less than or equal to 5% of all calls abandoned after 60 seconds. Performance against this service level will be reported on a monthly basis.

2.2.3 Calculation

The summary calculation for this service level item is:

$$\text{Abandonment Rate} = \text{Total Number of Abandoned Calls} / \text{Total Number of Call Center Calls}$$

The calculation detail is as follows:

- Accenture will use the telephone system switch, or ACD, to record each call incident
- Accenture will then use the system to automatically calculate the abandonment rate

2.2.4 Tools

The Call Center telephone system provides the automated process for tracking call activity for this measurement. Each call incident and each abandoned help desk call is recorded within the ACD. Call activity is extracted from the telephone system and reported on a monthly basis.

2.2.5 Volume Threshold

If the call volume spikes on any given day more than 15% over the average due to an unforeseen event outside the control of Accenture, potential relief from this metric or exclusion of certain records will be open for discussion between Accenture and TSA.

2.2.6 Exceptions

Standard Exceptions as documented in Section 1.3

Calls abandoned with less than a 60 second hold time will be excluded

Any calls automatically routed to a 3rd party via the Call Center phone menu will be excluded

2.2.7 Maintenance

Metric Number	2
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.3 Call Center Availability

2.3.1 Definition

Call Center Availability represents the amount of time the call center is accessible to callers (i.e., callers can access ACD and make the proper selections) in a given month expressed as a percentage of the total scheduled availability. Specifically, the definition is Actual Uptime plus Excusable Downtime divided by Scheduled Uptime.

Actual Uptime will be defined as those periods of time during the scheduled system availability in which the following criteria are met:

- The Call Center telephone system (ACD) is on-line and functioning normally (i.e., all end-users of the system can send and/or receive telephone calls)
- There are no telephony problems that are not specific to end-user devices (i.e., end-user telephones)

The Call Center is required to be available 12 hours per day, 5 days per week.

System	Scheduled Uptime	Scheduled Downtime
Lucent Automated Call Distributor (ACD)	Monday – Friday 07:00 - 19:00 CST/CDT	Monday - Friday 00:00 – 07:00 CST/CDT 19:00 – 24:00 CST/CDT Saturday - Sunday 00:00 – 24:00 CST/CDT

2.3.2 Service Level

The service level and target for this measure is 98.0% availability. Performance against this service level will be reported on a monthly basis.

2.3.3 Calculation

The summary calculation for this service level item is:

$$\text{Total Call Center Availability} = (\text{Actual Uptime} + \text{Excusable Downtime}) / \text{Scheduled Uptime}$$

The calculation detail is as follows:

- The Switch Outage Report will provide data on the number and length of switch outages. This report will be used to calculate the total availability percentage
- Actual Uptime for the month is calculated by taking the total outage time and subtracting this figure from the total Scheduled Uptime for the month
- Excusable Downtime will be calculated by summing the outages caused by factors out of Accenture's control
- Total Availability of the Telephony Systems will be calculated by adding total Actual Uptime to total Excusable Downtime, and dividing this figure by total Scheduled Uptime
- Data can be verified with the telephone service provider



2.3.4 Tools

Lucent will generate a Switch Outage Report detailing the system Uptime and Downtime from the phone switch system. The report will be used to calculate the total availability percentage.

2.3.5 Exceptions

Standard Exceptions as documented in Section 1.3

If additional scheduled downtime outside of the normal maintenance window is reviewed and approved by TSA, this time will count as scheduled downtime.

2.3.6 Maintenance

Metric Number	3
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.4 First Call Resolution Rate

2.4.1 Definition

First Call Resolution Rate is used to track Accenture's performance in regard to service requests for which the first level of service should be sufficient. These calls should be closed on the first call, and are therefore categorized as "First Call Resolution Applicable." First Call Resolution Rate is defined as the percentage of the total number of First Call Resolution Applicable queries that are closed during the first call. The Siebel service requests defined as being First Call Resolution Applicable are listed in Appendix A.

2.4.2 Service Level

The service level and target for this measure is to resolve 85% of queries during the first call. Performance against this service level will be reported on a monthly basis.

2.4.3 Calculation

The summary calculation for this service level item is:

First Call Resolution Rate = Total Applicable Tickets Closed During First Call / Total # of Applicable Tickets

The calculation detail is as follows:

- For each incident, the CSR will record the query in Siebel
- The problem record will be updated when resolved with the time of resolution and whether or not it was resolved on the first call
- The number of applicable tickets closed during the first call will be divided by the total number of applicable tickets for the month

2.4.4 Tools

Siebel is used as the central database for the Call Center to record employee queries. At the end of each reporting month, the total number of First Call Resolution Applicable problems closed, and the percentage of applicable problems closed during the first call will be pulled from Siebel.

2.4.5 Volume Threshold

If the call volume spikes on any given day more than 15% over the average due to an unforeseen event outside the control of Accenture, potential relief from this metric or exclusion of certain records will be open for discussion between Accenture and TSA.

2.4.6 Exceptions

Standard Exceptions as documented in Section 1.3

All calls outside scope of First Call Resolution metric will be excluded. Only calls identified as "First Call Resolution" types are included.

2.4.7 Maintenance

Metric Number	4
Measurement Period	Monthly



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First Reporting Period	8/2003
First Report Due	9/2003



2.5 PeopleSoft Portal Availability^a

2.5.1 Definition

PeopleSoft Portal Availability represents the amount of time the PeopleSoft Portal self-service functionality is accessible to end-users in a given week expressed as a percentage of the total scheduled availability. Specifically, the definition is Actual Uptime plus Excusable Downtime divided by Scheduled Uptime.

- Application availability means access to the system is enabled, login permitted and business transactions can be executed
- Actual Uptime will be defined as those periods of time during the scheduled portal availability in which the PeopleSoft portal is on-line and functioning normally; that is, it can be accessed and all links are operable
- The portal hours of availability are 24/7 with scheduled maintenance windows overnight Wednesday and Saturday. In the event that additional scheduled maintenance is needed, this will be discussed with and approved by TSA (see 2.5.5 Exceptions). This schedule goes into effect as soon as the portal is in full production mode, in the interim period the hours of scheduled availability will be 7 - 7 CST/CDT

System	Scheduled Uptime*	Scheduled Downtime**
PeopleSoft Application and Portal	Monday - Tuesday, Friday 00:00 - 24:00 EST/EDT	Monday - Tuesday, Friday None
	Wednesday 00:00 - 23:00 EST/EDT	Wednesday 23:00 - 24:00 EST/EDT
	Thursday 02:00 - 24:00 EST/EDT	Thursday 00:00 - 02:00 EST/EDT
	Saturday 00:00 - 23:00 EST/EDT	Saturday 23:00 - 24:00 EST/EDT
	Sunday 07:00 - 24:00 EST/EDT	Sunday 00:00 - 07:00 EST/EDT

* The Scheduled Uptime/Scheduled Downtime become effective as soon as the portal is in full production mode, in the interim the hours of scheduled availability will be 7 - 7 CST/CDT and all hours outside of this time will be considered scheduled downtime

** This reflects the current maintenance schedule and is subject to change

2.5.2 Service Level

The service level and target for this measure is 95% availability. Performance against this service level will be reported on a monthly basis.

2.5.3 Calculation

The summary calculation for this service level item is:



$$\text{Total Portal Availability} = (\text{Actual Uptime} + \text{Excusable Downtime}) / \text{Scheduled Uptime}$$

The calculation detail is as follows:

- The Portal Outage Report will provide data on the number and length of portal outages. This report will be obtained from the hosting provider and will be used to calculate the total availability percentage
- Actual Uptime for the month is calculated by taking the total outage time and subtracting this figure from the total Scheduled Uptime for the month
- Excusable Downtime will be calculated by summing the outages caused by factors out of Accenture's control
- Total Availability of the PeopleSoft Portal will be calculated by adding total Actual Uptime to total Excusable Downtime, and dividing this figure by total Scheduled Uptime

2.5.4 Tools

The hosting provider will provide a Portal Outage Report detailing the system Uptime and Downtime. The report will be used to calculate the total availability percentage.

2.5.5 Exceptions

Standard Exceptions as documented in Section 1.3

If additional scheduled downtime outside of the normal maintenance window is reviewed and approved by TSA, this time will count as scheduled downtime.

Hardware, and network connectivity issues, as well as processing in other systems as a result of data entered into portal are not included in this metric

2.5.6 Maintenance

Metric Number	5
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.6 Inquiry Service Request Resolution Time

2.6.1 Definition

Inquiry Service Request Resolution Time is the amount of time it takes to resolve an open inquiry from an employee. The list of service requests defined as "Inquiry" requests is shown in Appendix B. The Inquiry Service Request Resolution Percentage is calculated as the percentage of all inquiries that are closed within a given time period. Specifically, the Inquiry Service Request Resolution Percentage metric will be used to analyze the number of inquiries resolved in fewer than 2 full business days divided by the total number of inquiries received.

Resolution time is measured from the time the inquiry is received, until the time the inquiry is resolved.

2.6.2 Service Level

The service level for Inquiry Service Request Resolution is 2 full business days, and the target is to resolve 90% of all inquiries in this timeframe. Performance against this service level will be reported on a monthly basis.

2.6.3 Calculation

The summary calculation for this service level item is:

Resolution Time = Time Elapsed from Receipt of Inquiry until Inquiry is Answered – Time Elapsed in Pending Status

Inquiry Service Request Resolution Percentage = Number of Inquiries with Resolution Time < 2 Full Business Days / Total Number of Inquiries Resolved

The calculation detail is as follows:

- For each incident, the inquiry is recorded in Siebel when the call is received. The record will be updated to "Closed" when the question has been answered.
- The resolution time is the difference between the time the employee submits the inquiry and the time the question is answered, as indicated in Siebel
- The number of inquiries closed within 2 full business days, along with the total number of inquiries closed, will be totaled for the month. The number of inquiries closed within 2 full business days will be divided by the total number closed to give the inquiry service request resolution percentage for the month.

2.6.4 Tools

Siebel is used as the CRM system. The queries are entered into Siebel. The Siebel records will also be updated with a resolution and a status of "Closed." At the end of each reporting month a report on the Inquiry Service Request Resolution Time and Percentage will be generated from Siebel.

2.6.5 Volume Threshold

If the call volume spikes on any given day more than 15% over the average due to an unforeseen event outside the control of Accenture, potential relief from this metric or exclusion of certain records will be open for discussion between Accenture and TSA.

2.6.6 Exceptions

Standard Exceptions as documented in Section 1.3



All inquiries that are classified as "First Call Resolution Applicable" will be excluded

2.6.7 Maintenance

Metric Number	6
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.7 Critical Service Request Resolution Time

2.7.1 Definition

Critical Service Request Resolution Time is the amount of time it takes to complete the necessary critical action on an open service request that is identified as being "Critical." One example of a "Critical Request" occurs when a newly hired employee requires emergency medical assistance, but whose benefits coverage is not yet active. In a case such as this, Accenture must verify the employee's coverage as quickly as possible. The Critical Service Request Resolution Percentage is calculated as the percentage of all critical inquiries that are processed within a given time period. Specifically, the Critical Service Request Resolution metric will be used to analyze the number of critical requests resolved within 1 full business day divided by the total number of critical requests received. The list of critical service classifications and the required response actions were jointly agreed to by Accenture and TSA and are described in Appendix C.

Critical resolution time is measured from the time the employee calls with a request that qualifies as critical, until the time the necessary action is taken by the Call or Admin Center.

2.7.2 Service Level

The service level for Critical Service Request Resolution is 1 full business day, and the target is to resolve 90% of all requests in this timeframe. Performance against this service level will be reported on a monthly basis.

2.7.3 Calculation

The summary calculation for this service level item is:

$$\text{Critical Resolution Time} = \text{Time Elapsed from Receipt of Critical Service Request until Necessary Action is Taken} - \text{Time Elapsed in Pending Status}$$

$$\text{Critical Service Request Resolution Percentage} = \frac{\text{Number of Critical Requests with Resolution Time} < 1 \text{ Full Business Day}}{\text{Total Number of Critical Requests Received}}$$

The calculation detail is as follows:

- For each incident, the critical request is recorded in Siebel when the call is received. The record will be updated when the appropriate action is taken.
- The resolution time is the difference between the time the employee submits the request and the time the appropriate action is taken, as indicated in Siebel
- The number of requests resolved within 1 full business day, along with the total number of requests resolved, will be totaled for the month. The number of requests resolved within 1 full business day will be divided by the total number received to give the Critical Service Request Resolution Percentage for the month

2.7.4 Tools

Siebel is used as the CRM system. Each critical request is entered into Siebel. The record will be updated when the necessary action has been taken. At the end of each reporting month a report on the Critical Service Request Resolution Time and Percentage will be generated from Siebel.

2.7.5 Volume Threshold

If the call volume spikes on any given day more than 15% over the average due to an unforeseen event outside the control of Accenture, potential relief from this metric or exclusion of certain records will be open for discussion between Accenture and TSA.



2.7.6 Exceptions

Standard Exceptions as documented in Section 1.3

2.7.7 Maintenance

Metric Number	7
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.8 EOD Information Entered into System of Record

2.8.1 Definition

EOD Information Entered into System of Record represents the time in which new employees' required Entry on Duty (EOD) forms are entered into CPMIS. The EOD forms in scope for this metric are the SF52 (HQ only), Notification Letter (for Screeners), SF61, and I9 Eligibility Form. From these forms the following fields must be entered into CPMIS: Name, Social Security Number, EOD Date, Position Number, Airport/Duty Station Code, Salary, Appointment Type, and Status. It is required that the forms are processed prior to the next payroll cutoff date. This metric is expressed as a percentage of employees' information entered in CPMIS before the next payroll cutoff date versus the total number of employees starting orientation the first Sunday of the payroll cycle. It is assumed that for HQ employees, HR Services will receive SF-52s that are coded correctly from the Section 1 vendor.

2.8.2 Service Level

The service level for this measure is for all forms to be entered into CPMIS prior to the first payroll cutoff date following the employee's Orientation date. The target is to perform within this guideline at least 96% of the time. Performance against this service level will be reported on a monthly basis.

2.8.3 Calculation

The summary calculation for this service level item is:

$$\text{EOD Information Entry Time} = \text{Time from Orientation Start Date of New Employee until EOD Information is Entered into CPMIS}$$

$$\text{EOD Information Entry Percentage} = \frac{\text{Total Number of Forms Entered Prior to Payroll Cutoff}}{\text{Total Number of Employees Starting Orientation}}$$

The calculation detail is as follows:

- The EOD Information Entry Time will be the difference between the time the new employee begins orientation and the time the forms are entered into CPMIS
- A query will be used to total the number of employees whose information is entered prior to the next payroll cutoff date, and divide this by the total number of employees starting for the month

2.8.4 Tools

The Orientation and Process dates will be recorded in CPMIS. A report will be generated from CPMIS which calculates the percentage of employees whose information was entered into CPMIS prior to the applicable payroll cutoff date (based on the employees' orientation date).

2.8.5 Volume Threshold

The number of new employees attending Orientation sessions should not exceed 350 Screeners per week and 50 Non-Screeners and 50 HQ Hires per pay period. If 350 screeners were received each week and 50 Non-screeners and 50 HQ hires in a pay period, the maximum number that could still be within the threshold for the pay period is 800. However if 400 screeners attended orientation in one week, this would also be considered above the volume threshold. In the case that the volume threshold was exceeded, if at least 350 EOD records were processed during this period, then the metric would be considered to have been met.

2.8.6 Exceptions

Standard Exceptions as documented in Section 1.3



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Airport Non-Screener hires will be excluded.

HQ employees orienting remotely will be excluded.

Employees participating in mid-cycle orientations will be excluded.

Any records put into Pending status. Some examples of reasons service requests would be put into Pending are listed below although this is not an all inclusive list:

- Employee does not return a completed I-9 form with EOD paperwork (this would likely be due to new hire bringing only one form of ID)
- Employees for whom EOD information cannot be successfully entered into CPMIS such as budget numbers have not been provided or are not accepted by CPMIS, employees who have not been released properly by losing agency, etc.

Pay cycles in which CPMIS is down for a total of at least 3 business hours during the last day of the payroll cycle or 5 business hours during the last two days of the payroll cycle, or 8 business hours over the entire pay cycle will be excluded. These hours do not have to be consecutive hours, i.e. if the system goes down twice in one day for an hour each time, the total downtime for the day would be 2 hours.

2.8.7 Maintenance

Metric Number	8
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.9 EOD Information Quality

2.9.1 Definition

EOD Information Quality represents the accuracy of EOD information as entered into CPMIS. This metric is tracked by comparing the data entered into CPMIS for a predetermined list of fields against the data shown on the actual employee forms. The comparison is based on a quarterly, joint review of a statistically significant sample size by TSA and Accenture. The fields to be included in the review are Name, Social Security Number, EOD Date, Position Number, Airport/Duty Station Code, Salary, Appointment Type, and Job Status.

2.9.2 Service Level

The service level for this measure is for 90% of New Hires' EOD information to be entered correctly into CPMIS. For each employee reviewed, all fields must pass the evaluation in order for that New Hire's EOD information to be considered entered correctly. Performance against this service level will be reported on a quarterly basis.

2.9.3 Calculation

The summary calculation for this service level item is:

$$\text{EOD Information Quality} = \frac{\text{Total Number of New Hire Information Sets Entered Accurately}}{\text{Total Number of New Hire Information Sets Entered}}$$

The calculation detail is as follows:

- A random selection of records will be reviewed. The sample size will be a statistically significant sample of the total number of employees that have had EOD information entered during the quarter. The data on the initial SF50 (which is automatically generated out of CPMIS) will be compared to the data on the employee forms. The number of employees reviewed with correct information and the total number reviewed will be used to determine the quality percentage.

2.9.4 Tools

This metric will be tracked via manually performed reviews. The data on the initial SF50 generated from CPMIS will be compared to information on the employee EOD forms.

2.9.5 Exceptions

Standard Exceptions as documented in Section 1.3

2.9.6 Maintenance

Metric Number	9
Measurement Period	Quarterly
First Reporting Period	8/2003
First Report Due	10/2003



2.10 Initial Formal Official Personnel Folder (OPF) Established

2.10.1 Definition

Initial OPF Creation refers to the amount of time it takes to create an OPF for a new employee once the employee has attended orientation. Although the OPF may eventually contain many forms, it initially consists of the following: 1) SF-61 Appointment Affidavit, 2) I9 Employee Eligibility form, 3) SF50, 4) SF52 forms (HQ only), 5) Notification Letter, and 6) Job Application. The OPF Established percentage is calculated as the percentage of all creation requests that are closed within a given time period. Specifically, the OPF Established metric will represent the number of OPFs created in fewer than 20 full business days divided by the total number of OPF creation requests received.

OPF Established time is measured from the date the employee attends orientation, until the time the OPF is created. The creation of the OPF is complete once the forms are catalogued, placed into the folder, and the folder is bar-coded and filed.

2.10.2 Service Level

The service level is 20 full business days, and the target is to close 90% of all requests in this timeframe. Performance against this service level will be reported on a monthly basis.

2.10.3 Calculation

The summary calculation for this service level item is:

Creation Time = Time Elapsed from Orientation Start Date for New Employee until OPF is Created (Forms are catalogued, placed in folder, bar-coded, and filed) – Time Elapsed in Pending Status

OPF Creation Percentage = Number of OPFs with Creation Time <= 20 Full Business Days / Total Number of OPF Creation Requests

The calculation detail is as follows:

- For each OPF, the Orientation date is recorded in Siebel. The record will be updated to "Closed" when the OPF has been created
- The OPF Creation Time is the difference between the time the new employee begins orientation (as specified in Siebel) and the time the Siebel record is closed
- The number of OPFs created within 20 full business days, along with the total number of OPFs requested, will be totaled for the month. The number of OPFs created within 20 full business days will be divided by the total number requested to give the OPF Creation percentage for the month

2.10.4 Tools

Siebel will be used to track the time required to create OPF's. The Orientation Date is entered into the Siebel record. The Siebel record will also be updated with a status of "Closed" once the OPF has been created. At the end of each reporting month a report on the OPF Creation Time and Percentage will be generated out of Siebel.

2.10.5 Volume Threshold

The number of new employees attending Orientation sessions should not exceed 350 Screeners per week and 50 Non-Screeners and 50 HQ Hires per pay period. If 350 screeners were received each week and 50 Non-screeners and 50 HQ hires in a pay period, the maximum number that could still be within the threshold for the pay period is 800. However if 400 screeners attended orientation in one week, this would also be considered above the volume threshold. In the case that the volume threshold was exceeded, if at



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least 350 OPF records were processed within 20 days of each main orientation date, then the metric would be considered to have been met.

2.10.6 Exceptions

Standard Exceptions as documented in Section 1.3

Airport Non-Screener hires will be excluded.

HQ employees orienting remotely will be excluded.

Employees participating in mid-cycle orientations will be excluded.

Any records put into Pending status. Some examples of reasons service requests would be put into Pending are listed below although this is not an all inclusive list:

- Employee does not return a completed I-9 form with EOD paperwork (this would likely be due to new hire bringing only one form of ID)
- Employees for whom EOD information cannot be successfully entered into CPMIS such as budget numbers have not been provided or are not accepted by CPMIS, employees who have not been released properly by losing agency, etc.

Pay cycles in which CPMIS is down for a total of at least 3 business hours during the last day of the payroll cycle or 5 business hours during the last two days of the payroll cycle, or 8 business hours over the entire pay cycle will be excluded. These hours do not have to be consecutive hours, i.e. if the system goes down twice in one day for an hour each time that would result in a total downtime for the day of 2 hours.

Transfers from other organizations will be excluded. Also excluded will be individuals for who files must be sent by the National Personnel Records Center.

2.10.7 Maintenance

Metric Number	10
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.11 FEHB Benefits Transaction Processing

2.11.1 Definition

Benefits Transaction Processing refers to the amount of time it takes to process FEHB (Health Benefits) transactions for new hires and qualifying life events; excluding open season activities. Specifically, Accenture will calculate the percentage of FEHB transactions completed prior to the payroll cutoff date of the following pay period. The applicable pay periods will be determined based on the pay period that properly completed SF2809 form is received. Benefits Transaction Processing time is measured from the time Accenture receives the properly completed form, until the time the benefits data is entered into CPMIS.

2.11.2 Service Level

The service level for Benefits Transaction Processing is that requests received within the current pay cycle must be processed prior to the payroll cutoff date of the subsequent pay period. The target for the metric is to complete 95% of all benefits transactions that are in scope for this metric within this timeframe. Performance against this service level will be reported on a monthly basis.

2.11.3 Calculation

The summary calculation for this service level item is:

Benefits Transaction Processing Percentage = $\frac{\text{Number of Benefits Transactions Completed Prior to Applicable Payroll Cutoff Date}}{\text{Total Number of Benefits Transactions Received}}$

The calculation detail is as follows:

- A record is opened in Siebel when a properly completed form is received. The record will be updated when the benefits information has been properly entered into CPMIS
- The number of benefits transactions processed before the next pay period's payroll cutoff date, along with the total number of benefits forms received, will be totaled for the month. The number of transactions resolved within the designated timeframe will be divided by the total number received to give the Benefits Transaction Processing percentage for the month

2.11.4 Tools

Siebel is used as the Customer Relations Management (CRM) system. Each Benefits Transaction Request is entered into Siebel. The Siebel record will be updated once the benefits information has been entered into CPMIS. At the end of each reporting month a report on the Benefits Transaction Processing Percentage will be generated from Siebel.

2.11.5 Volume Threshold

The number of Benefits Transaction Requests is not to exceed 225 in any 5 consecutive business day period. If this volume is exceeded, then if at least 225 records are processed in a 5 day period, the metric will be considered to have been met for that week.

2.11.6 Exceptions

Standard Exceptions as documented in Section 1.3

Open Season Employee Express will be excluded

All Critical Benefits Service Requests will be excluded



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Any records put into Pending status will be excluded.

Pay cycles in which CPMIS is down for at least 3 business hours during the last day, 5 business hours during the last two days, or 8 business hours over the entire pay cycle will be excluded. In this event, there will be relief from the metric for that cycle.

2.11.7 Maintenance

Metric Number	11
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.12 Workers' Compensation Claim Filing

2.12.1 Definition

Workers' Compensation Claim Filing refers to the amount of time it takes to enter a workers' compensation claim into WCIS once the employee has submitted the properly completed claim to Accenture. Specifically, the results of this metric will show the percentage of claims entered into WCIS in less than or equal to 6 full business days as compared to the total number of workers' compensation claims received in the measurement period. The form in scope for this metric is the CA1 Traumatic injury claim.

Worker's Compensations Claim Filing time is measured from the time the caseworker receives the claim submission (faxed or mailed CA1 form), until the time the claim is entered into WCIS.

2.12.2 Service Level

The service level for Workers' Compensation Claim Filing is 6 full business days, and the target is to complete 90% of all filings in this timeframe. Performance against this service level will be reported on a monthly basis.

2.12.3 Calculation

The summary calculation for this service level item is:

Workers' Compensation Claim Filing Time = Time from Receipt of Workers' Compensation Claim until Claim is Entered into WCIS - Time Elapsed in Pending Status

Workers' Compensation Claim Filing Percentage = Number of Claims Filed <= 6 Full Business Days / Total Number of Workers' Compensation Claims Submitted

The calculation detail is as follows:

- For each Workers' Compensations Claim, the request is recorded in Siebel when the employee submits it. The record will be updated when the information has been entered into WCIS.
- The Workers' Compensation Claim Filing Time is the difference between the time the record is opened in Siebel and the time the Siebel record is updated upon filing the information into WCIS
- The number of workers' compensation claims filed within 6 full business days, along with the total number of claims submitted, will be totaled for the month. The number filed within 6 full business days will be divided by the total number submitted to give the Workers' Compensation Claim Filing percentage for the month.

2.12.4 Tools

Siebel is used as the CRM system. Each Workers' Compensation claim is entered into Siebel. The record will be updated once the claim has been entered into WCIS. At the end of each reporting month a report on the Workers' Compensation Claim Filing Time and Percentage will be generated from Siebel.

2.12.5 Volume Threshold

The number of Workers' Compensation Claims submitted is not to exceed 250 in any 5 consecutive business day period. If this volume is exceeded, then if at least 250 records are processed in a 5 day period, the metric will be considered to have been met for that week.



2.12.6 Exceptions

Standard Exceptions as documented in Section 1.3

Any records which become overdue, as defined in 2.12.1, on a day in which the WCIS system has been down more than 1 hour will be excluded, from the results.

Maintenance

Metric Number	12
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.13 Offer Notification Time

2.13.1 Definition

Offer Notification Time represents the time it takes to notify candidates of their offers of employment. The requirement is that candidates are telephoned within 4 full business days of when Accenture receives the correct and complete CERT Report or SF52. The first full business day begins at 8:00 AM EST/EDT immediately following receipt of the CERT Report. This metric is expressed as a percentage of calls made within 4 full business days versus the total number of candidates received during that period.

2.13.2 Service Level

The service level for this measure is for all candidates to receive a call within 4 full business days of receipt of the CERT Report by Accenture. The target is to perform within this guideline at least 90% of the time. Performance against this service level will be reported on a monthly basis.

2.13.3 Calculation

The summary calculation for this service level item is:

Offer Notification Time = Time from Receipt of CERT Report to Time of First Call to Candidate - Time Elapsed in Pending Status

Offer Notification Percentage = Number of Calls Made within 4 Full Business Days / Number of Candidates

The calculation detail is as follows:

- A Siebel record will be opened upon receipt of the CERT Report. When the first telephone call is made, the Siebel record will be updated
- The Offer Notification Time will be the difference between the time of receipt of the CERT Report (open of Siebel record) and the time of the first call (update of Siebel record)
- A Siebel query will total the number of candidates notified in fewer than 4 full business days, and divide this by the total number of candidates for the month

2.13.4 Tools

The open date and call date will be entered into Siebel. A report will be generated from Siebel which calculates the percentage of candidates notified within 4 full business days of the respective open date.

2.13.5 Volume Threshold

The volume of CERTs or SF52s must be 550 or less within 5 consecutive business days. If this volume is exceeded, but at least 550 calls are made in a 5 day period, the metric will be considered to have been met for that week.

2.13.6 Exceptions

Standard Exceptions as documented in Section 1.3

Any CERTs affected by hiring demand changes as requested by TSA.

2.13.7 Maintenance

Metric Number	13
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Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.14 Offer Letter Quality

2.14.1 Definition

The Offer Letter Quality metric represents the accuracy of Offer Letter information as documented in new hire letters. This metric is tracked by comparing specific information within the letters to the CERT or SF-52, based on a joint, quarterly review, of a statistically significant sample size, by TSA and Accenture. The fields to be included in the review are Name, Duty Station, Position Title, Position Status, Appointment Type, ~~Trial Period Information~~, and Salary (Locality Pay).

2.14.2 Service Level

The service level and target for this measure is for at least 93% of all sampled letters to have all reviewed fields correct. Performance against this service level will be reported on a quarterly basis.

2.14.3 Calculation

The summary calculation for this service level item is:

Offer Letter Quality = Number of Sampled Letters with All Reviewed Fields Correct / Number of Sampled Letters

The calculation detail is as follows:

- A random selection of offer letters will be reviewed. The data in the selected fields will be compared to the data on the CERT or SF-52. The number correct and the total number reviewed will be used to determine the quality percentage.

2.14.4 Tools

This metric will be tracked via manually performed reviews. The actual offer letters, CERT reports, and SF-52's will be reviewed.

2.14.5 Exceptions

Standard Exceptions as documented in Section 1.3

HQs or non-screeners who's SF52s were not received 10 business days prior to the proposed EOD date.

2.14.6 Maintenance

Metric Number	14
Measurement Period	Quarterly
First Reporting Period	8/2003
First Report Due	10/2003



2.15 Accept/Reject Offer Processing Time

2.15.1 Definition

The Accept/Reject Offer Processing Time metric represents the time in which Accenture extends offers to new hire candidates by phone. The process for extending offers is as follows: (1) make first call, (2) next business day make second call, (3) next business day make third call, (4) wait two full business days, and, if no response, (5) send back to ready pool. The objective for this metric is to measure the number of days from when the first call is made to the candidate until the candidate either accepts, rejects, or is returned to the ready pool. This metric is expressed as the percentage of candidates processed within 7 full business days of the first call vs. all new candidates.

2.15.2 Service Level

The service level and target for this measure is for at least 90% of all candidates to be processed within 7 full business days of the first call. Performance against this service level will be reported on a monthly basis.

2.15.3 Calculation

The summary calculation for this service level item is:

Accept/Reject Offer Processing Time = Time from First Call to Candidate until Completion of Notification Process - Time Elapsed in Pending Status

Accept/Reject Offer Processing Percentage = Number of Processes Completed within 7 Full Business Days / Total Number of Offers Processed within Measurement Period

The calculation detail is as follows:

- A Siebel record will be opened when the first call is made to the candidate. The Siebel record will be closed once the candidate has accepted or rejected the offer or the candidate has been called 3 times.
- A Siebel query will total the number of candidates processed within 7 full business days, and will also be used to calculate the Accept/Reject Offer Processing Percentage

2.15.4 Tools

Siebel will be used to record the first call made to the candidate, as well as when the process is completed. The percentage of candidates processed within 7 full business days of the first call will be pulled from Siebel using these records.

2.15.5 Volume Threshold

The volume of candidates received from the Section 1 contractor must be 550 or less within 5 consecutive business days. If this volume is exceeded, but at least 550 calls are made in a 5 day period, the metric will be considered to have been met for that week.

2.15.6 Exceptions

Standard Exceptions as documented in Section 1.3

Any CERTs affected by hiring demand changes as requested by TSA.

HQ and Non-Screener new hire candidates will be excluded



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2.15.7 Maintenance

Metric Number	15
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



2.16 Performance Management Report Submission

2.16.1 Definition

Performance Management Report Submission is defined as the percentage of times, during each evaluation period, in which the Contract Performance Report, Performance Metric Report, and selected operational reports are submitted on time. The submission date is defined as the date the report is sent via e-mail. Specifically, this metric is calculated as the Total Number of Reports Submitted on Time divided by the Total Number of Reports Submitted for the period. The list of included reports can be found in Appendix E.

2.16.2 Service Level

The service level and target for this measure is to submit 90% of reports to TSA by the scheduled date and time. Performance against this service level will be reported on a monthly basis.

2.16.3 Calculation

The summary calculation for this service level item is:

Performance Management Report Submission = Total Number of Reports Submitted On Time / Total # of Reports Submitted

The calculation detail is as follows:

- The Deliverable Management Records will be used to record whether or not each report was submitted on time
- The percentage of reports submitted on time will be calculated by taking the total number submitted on time and dividing it by the total number submitted

2.16.4 Tools

The Deliverable Management Records, which will include a schedule, will be used to track each deliverable submitted to TSA. The due dates and submission dates of each Contract Performance Report, Performance Metric Report, and selected operational report will be recorded. These records will be used to determine the percentage of these reports that are submitted to TSA on time.

2.16.5 Exceptions

Standard Exceptions as documented in Section 1.3

2.16.6 Maintenance

Metric Number	16
Measurement Period	Monthly
First Reporting Period	8/2003
First Report Due	9/2003



3 Appendices

3.1 Appendix A – First Call Resolution Service Requests

The following are the service requests classified as "First Call Resolution Applicable," which will be included in the calculation of First Call Resolution Rate (Section 2.4 of this document). The categories of calls that are first call closure types are listed below.

First Call Closure Types

- Maternity Leave Inquiry – A caller inquires about Maternity Leave, for which he/she should follow the annual leave guidelines and, if eligible, work with an HR Specialist on the FMLA policy
- Long Term Care Inquiry – A caller may inquire about Long Term Care
- EAP Inquiry – A caller may inquire about the Employee Assistance Program - Federal Occupational Health
- Flexible Spending Account Inquiry – General questions regarding the Flexible Spending Account Program
- Performance Management Inquiry – General questions regarding the Performance Management process
- Tax Inquiry – General tax related questions (e.g., employee is having taxes removed from the wrong state or locality, other W-2 related issues, etc.)
- General Compensation Inquiry – Miscellaneous pay related inquiries (e.g., issues with overtime pay, bonuses, differential pay, shift pay, etc.)
- Referral to Local HR Support – A caller may contact PeopleLine regarding an issue for which Local HR Support is responsible
- Referral to Shared Mail – Used when we require a formal, documented request for information, or if an HR Specialist has several (more than 5) inquiries
- Referral to USIS – Used when an employee calls in asking about completing their SF 85/SH86
- Referral to Payroll Hotline – A caller may contact PeopleLine regarding an issue that should be addressed by the Payroll Hotline (e.g., W2/W4 time card issues, travel, per diems)
- Referral to SWRT (Screener Workforce Reduction Team) Hotline – Used when a caller is referred to the SWRT Hotline due to the nature of the question asked
- Referred to CPS – A caller may contact PeopleLine regarding an issue for which CPS is responsible (e.g., hiring inquiries)
- Referral to TSA Recruiting – Used when a caller is referred to TSA Recruiting. TSA Recruiting is a sub-contractor of CPS and their functions include: providing information to prospective applicants, providing information to current applicants (such as status in ready pool), and initiating background checks
- Workforce Reduction – Used when we are unable to answer a caller's question regarding the workforce adjustments occurring.



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- General Employee Express Referral – A caller may contact PeopleLine with a transaction that should be processed through Employee Express
- VOE Referral – A candidate may call to verify their employment
- General (AHRS) Inquiry – A caller may contact PeopleLine with a general AHRS inquiry (e.g., address, fax number, etc.)
- SF-50 Status Inquiry – Used for transfers within Homeland Security



3.2 Appendix B – “Inquiry” Service Requests

The following are the service requests classified as “Inquiries,” which will be included in the calculation of Inquiry Service Request Resolution Time (Section 2.6 of this document).

- Orientation Inquiry - A candidate may call and ask when their orientation day is
- Training Inquiry - A candidate may call with training related questions
- General Promotions Inquiry - A candidate may call with questions concerning promotions
- General SCD Inquiry - Caller may contact PeopleLine regarding their SCD. The Admin Center will verify using CPMIS. If employee's request is not answered then a new SR would be opened for computing the SCD.
- Veterans Preference Inquiry - Sometimes a phone call will be received from veterans that want to know if their veteran status was used to compute their SCD. If not, there will be a change of veterans' preference.
- Workers' Comp Process Inquiry - General questions relating to the Workers' Compensation process. For example, how to file a claim.
- Thrift Savings Plan Inquiry/TSP - TSA customer inquires about TSP (Thrift Savings Plan)
- Civilian/Military Buyback Inquiry - General questions relating to the Military Buy Back process
- Retirement Inquiry - General questions relating to the Retirement process or programs
- FEHB Inquiry - General questions on FEHB for new hires, open season, TCC coverage and QLE
- FEGLI Inquiry - TSA customer inquires about life insurance
- Beneficiary Forms Inquiry - General questions relating to the Beneficiary process
- Court Order Inquiry - General questions regarding the court order process and mailing information
- Military Leave Inquiry - TSA customer inquires about Military Leave
- VLTP Inquiry - TSA customer inquires about Voluntary Leave Transfer Program forms
- LWOP Inquiry - General questions regarding the Leave Without Pay program for benefits
- ELTP Inquiry - General questions regarding the Emergency Leave Transfer Program for benefits
- Organ Donor Inquiry - TSA customer inquires about organ donations
- Sick Leave Inquiry - TSA customer inquires about Sick Leave
- Annual Leave Inquiry - General questions regarding Annual Leave benefits
- Separation Packet Inquiry - General questions regarding Separation Packets
- TCC Inquiry - TSA customer inquires about Benefits following employment separation. TCC Coverage is the Temporary Continuation of Coverage for Benefits.
- (Non-Critical) Death Inquiry - Relatives checking status of benefits after spouse death
- General Grievance Inquiry - File inquiry, process, contact, status request
- HR Advisory Service Inquiry - General questions regarding the HR Advisory Services process



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- Other Benefit Program Inquiry - General questions regarding benefits processes/policies and there is not another platform available to create SR
- General Separation Inquiry - Checking status of separation
- Involuntary Separation Inquiry - Checking status of involuntary separation
- General SF 52 Inquiry - TSA customer makes a general inquiry regarding the SF-52
- Salary Increase Inquiry - Inquiry related to a salary increase (e.g., Promotions, Federal Pay Raises, etc.)



3.3 Appendix C – Critical Scenarios

- SCENARIO 1: Hiring Freeze Impact (not expected to be an on-going critical scenario)
 - DESCRIPTION: Screener attended orientation prior to the Hiring Freeze. Due to the hiring Freeze, the FSDs at the airport are not allowing the screener to work.
 - ACTION TO BE MEASURED: Time from receipt of request to when the Admin Center calls the initial caller to refer them to the TSA HR individual who should handle this issue
 - RECOMMENDED CYCLE TIME: 24 hours
- SCENARIO 2: Unsuitable Candidate
 - DESCRIPTION: FSDs or any airport representative calling in regards to a candidate who is not suitable to become a screener
 - ACTION TO BE MEASURED: Time from receipt of request to when the Admin Center calls CPS and/or TSA individuals to appropriately notify them of the situation
 - RECOMMENDED CYCLE TIME: 24 hours
- SCENARIO 3: Proof of Medical Coverage
 - DESCRIPTION: Employee or dependent requires proof of medical coverage to receive care within 48 hours.
 - ACTION TO BE MEASURED: Time from receipt of request to when the Admin Center reaches out to the employee to determine employee's needs
 - RECOMMENDED CYCLE TIME: 24 hours
- SCENARIO 4: Death Case
 - DESCRIPTION: Family member, family representative, or HR Rep calls about an employee that has passed away and to understand what the next steps are
 - ACTION TO BE MEASURED: Time from receipt of request to when the Admin Center calls the employee's family representative or HR Rep.
 - RECOMMENDED CYCLE TIME: 24 hours
- SCENARIO 5: No Pay
 - DESCRIPTION: Employee calls about not receiving payment for a prior pay period
 - ACTION TO BE MEASURED: Time from receipt of request to when the Admin center does an initial assessment of the situation to see what actions are needed, calls the employee or person who has identified the issue, and, if necessary, refers the employee to the appropriate organization
 - RECOMMENDED CYCLE TIME: 24 hours
- SCENARIO 6: Request to View OPF
 - Description: Any request to view OPFs in person received from OPM, Federal Investigator, or Internal Affairs
 - ACTION TO BE MEASURED: Time from receipt of request to when the Admin Center calls the requestor to schedule an on site visit
 - RECOMMENDED CYCLE TIME: 24 hours



3.4 Appendix D – Request Receipt & Due Dates

The following table displays when requests are due, based on when the requests are received, for all metrics pulled from Siebel and CPMIS.

Metric	Service Level	Day Request Received	Day Request Due
First Call Resolution Rate	N/A	N/A	N/A
Inquiry SR Resolution Time	2 Full Business Days	Day 1	24:00 ET Business Day 3
Critical SR Resolution Time	1 Full Business Day	Day 1	24:00 ET Business Day 2
EOD Info into CPMIS	Payroll Cutoff Date	Day 1 (Date of Orientation - Sunday)	Payroll Cutoff Date (Thursday) of Current Pay Cycle
Initial Formal OPF Established	20 Business Days	Day 1 (Date of Orientation - Sunday)	24:00 ET Business Day 21
Benefits Transactions Processing	Next Pay Cycle's Cutoff Date	Current Pay Cycle	Payroll Cutoff Date (Thursday) of Next Pay Cycle
Workers Comp Processing Time	6 Full Business Days	Day 1	24:00 ET Business Day 7
Offer Notification	4 Full Business Days	Day 1 (CERT Receipt Date)	24:00 ET Business Day 5
Accept/Reject Processing	7 Full Business Days	Day 1	24:00 ET Business Day 8



3.5 Appendix E – Performance Management Reports

The following tables displays the inventory of reports tracked for the Performance Management Report Submission metric.

Service Reports

#	Report	Status	Created By	Reporting Contact	Frequency	Due Dates	Distributor to TSA Rep.	Source	Recipient	Intended Purpose
1	Contract Performance Report	In Production	Management / Service Mgmt	Lisa Johnson	Monthly	1st Thursday of Month (Unless Otherwise Agreed upon by TSA and Accenture)	Lisa Johnson	Siebel, CPMIS	TSA Leadership	Provide Status of all critical areas of engagement as specified in the contract (budget, schedule, scope, and resources by team).
2	Monthly Service Performance Report for the Provision of HR Services	Under Development	Management / Service Mgmt	Heather Sturtz	Monthly	10th Business Day after 1st and 2nd Months of PIP Quarter	Heather Sturtz	Siebel, CPMIS	TSA Leadership	Provide results of agreed upon Performance Incentive Metrics. Monthly update heading toward quarterly review for Incentive Fee evaluation
3	Quarterly Service Performance Report for the Provision of HR Services	Under Development	Management / Service Mgmt	Heather Sturtz	Quarterly	15th Business Day after Conclusion of PIP Quarter	Heather Sturtz	Siebel, CPMIS	TSA Leadership	Provide results of agreed upon Performance Incentive Metrics. Performance Incentive Fee Bonus or Penalties will be based on results of this report
4	Service Delivery Report	In Production	Service Mgmt	Heather Sturtz	Weekly	5:00 PM Wednesday (for previous week)	Heather Sturtz	Siebel	TSA Leadership	Weekly update on service performance to TSA. Contains summary and detail.
5	Service Delivery Detail Report	Requested	Service Mgmt	Heather Sturtz	TBD	TBD	Heather Sturtz	Siebel	TSA Leadership	Further detail of "Service Delivery Report"
6	Baseline Field Report	Requested	Service Mgmt	Asif Beg	TBD	Last airport's report will be ccd to Ron	Asif Beg	Siebel	TSA Leadership, FSDs, AOs, HR Specialists, HR Managers	Similar to Backlog Field Report. The report should show details of SRs by transaction type. It should include information along the lines of the following: SR Number, Employee Name, Open/Close date, Status, Process, Sub-Process, Reason, etc. There could possibly be reports for each airport.



Operational Reports

#	Report	Status	Created By	Reporting Contact	Frequency	Due Dates	Distributor to TSA Rep.	Source	Recipient	Intended Purpose
7	TSA Employee Rosters	In Production	Info. Services	Asif Beg	Bi-Weekly	5:00 PM Every Other Wednesday (Last airport's report will be sent to Ron)	Hamid AbdelQadar	CPMIS	FSDs, AOS, HR Specialists, HR Managers	All active airport employees, certain fields with decode info, sent to field. Different version sent to each airport
8	Voluntary Leave Report	In Production	Benefits	Fahana Hossain	Weekly	Monday 5 PM Including Previous Week's Data	Fahana Hossain	Excel (Manual Tracking)	Angela Freeman	To give TSA an update of voluntary separations
9	Death Separations Report	In Production	Benefits	Fahana Hossain	Weekly	Monday 5 PM Including Previous Week's Data	Fahana Hossain	Excel (Manual Tracking)	Angela Freeman	To give TSA an update of death cases
10	Screener Hiring Summary	In Production	On-Boarding	Pamela Hallstrom	Weekly	Monday 12:00 PM ET (Compiled information for the previous week)	Pamela Hallstrom	Access (Published as an Adobe Acrobat file)	TSA Leadership, Selected Accenture Team Leads	High level overview of all statuses for screener candidates (includes summary numbers for accept, reject, pending, stop, EODD To Date and Reject Reasons)
11	Screener Forecast Summary	In Production	On-Boarding	Pamela Hallstrom	Weekly	Monday 12:00 PM ET (Compiled information for the previous week)	Pamela Hallstrom	Access (Published as an Adobe Acrobat file)	TSA Leadership, Selected Accenture Team Leads	Forecast expected attendance at Orientation and Training to facilitate planning by vendors for future EODs.
12	Screener Hiring Tracking Report	In Production	On-Boarding	Pamela Hallstrom	Weekly	Monday 12:00 PM ET (Compiled information for the previous week)	Pamela Hallstrom	Access (Published as an Adobe Acrobat file)	TSA Leadership, Selected Accenture Team Leads	To illustrate the current status for all airports (i.e. report Supply vs Demand by listing hiring need, certs received, accept, rejects, pendings, stops and uncalled certs for each airport)
13	Screener Accept/Reject Report	In Production	On-Boarding	Pamela Hallstrom	Daily via FTP Interface - See Notes in the Comments Column	6:00 PM ET (Compiled information for the day)	Pamela Hallstrom	Access (Published as an Adobe Acrobat file)	Section 1 Contractor, TSA Leadership, Selected Accenture Team Leads	To inform CPTs of each candidate's status in order to allow them to update their demand numbers to ensure they don't provide the On-Boarding team with over certifications and to determine who should be removed from the ready pool.



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Operational Reports, Cont'd...

#	Report	Status	Created By	Reporting Contact	Frequency	Due Dates	Distributor to TSA Rep.	Source	Recipient	Intended Purpose
14	Non-Screener Hiring Summary Report	In Production	On-Boarding	Pamela Hallstrom	Weekly	Monday 12:00 PM ET (Compiled information for the previous week)	Pamela Hallstrom	Access (Published as an Adobe Acrobat file)	TSA Leadership, Selected Accenture Team Leads	High level overview of all statuses for Non-Screener candidates.
15	HQ Hiring Summary Report	In Production	On-Boarding	Pamela Hallstrom	Weekly	Monday 12:00 PM ET (Compiled information for the previous week)	Pamela Hallstrom	Access (Published as an Adobe Acrobat file)	TSA Leadership, Selected Accenture Team Leads	High level overview of all statuses for HQ candidates.
16	HQ Nightly Candidate Status Report	In Production	On-Boarding	Pamela Hallstrom	Daily	Daily 6:00 PM ET	Pamela Hallstrom	Access (Published as an Adobe Acrobat file)	TSA Leadership, Selected Accenture Team Leads	To enable TSA HQ managers to monitor the status of candidates.
17	No Show Report	In Production	On-Boarding	Pamela Hallstrom	Weekly	Monday 12:00 PM ET (For the EOD on the previous Sunday)	Pamela Hallstrom	Excel	TSA Leadership, Selected Accenture Team Leads	To inform TSA and Section 1 of candidates that did not show for Orientation and Training



3.6 Appendix F - Volume Threshold Example

As referenced in section 1.2.1, Calculation Method, the quarter metric results may be calculated differently if the volume thresholds are exceeded. Attached below is an example of a measurement period in which the volume threshold is exceeded for a metric. Although the timing and volume will be different for every situation, the basic rules have been illustrated below. If the volume is at or below threshold, the total number of records processed on time will be divided by the total number of records processed. If the volume threshold is exceeded, then the number of records processed will be divided by the volume threshold. If more records are processed than the volume threshold for that week, then the percentage for that week will be 100% with both the numerator and denominator equal to number of records processed. This will be the case for all time periods in which the excess of volume occurred or spilled over. Below is an example in which the volume threshold of 250 Worker's Compensation Claims in exceeded during certain weeks of a 12 week measurement period. Note that in Week 3, 150 requests over the threshold were received, so the number processed was used versus the number processed on time. The overage spilled over into Week 4; therefore once again, the number processed was used.

Week	Received	Overflow	Calculation	Type	Overflow		Total Processed	Processed	Numerator	Denominator	QTD %
					from Prev	Open on Time					
1	200	0	Below Threshold		0	200	195	200	195	200	97.5%
2	250	0	Below Threshold		0	250	245	250	245	250	97.8%
3	400	150	Exceed Threshold		0	400	275	275	275	275	98.6%
4	75	0	Below Threshold		125	200	100	200	200	200	98.9%
5	350	100	Exceed Threshold		0	350	250	275	275	275	99.2%
6	200	0	Exceed Threshold		75	275	150	175	175	250	94.1%
7	350	100	Exceed Threshold		100	450	300	310	310	310	95.2%
8	275	25	Exceed Threshold		140	415	195	215	215	250	94.0%
9	350	100	Exceed Threshold		200	550	200	200	200	250	92.5%
10	50	0	Below Threshold		350	400	235	275	275	275	93.3%
11	0	0	Below Threshold		125	125	110	125	125	125	93.6%
12	200	0	Below Threshold		0	200	150	170	150	170	93.3%
Total	2700						2,405.00	2,670.00	2,640.00	2,830.00	93.3%



4 Service Level Agreement Sign-Off Sheet

This SLA is effective August 1, 2003 per terms stated in Contract DTS.A20-03-C-00546 and remains in full force and effect until mutual agreement of the parties.

Accenture, LLP Representative:

Name: [REDACTED]

Signature: [REDACTED]

Date: 7/31/2003

bb

Accenture, LLP Contracts
Representative:

Name: [REDACTED]

Signature: [REDACTED]

Date: 7/31/2003

TSA Program Manager:

Name:

Ronald R. Kogut

Signature:

Ronald R. Kogut

Date: 7/31/2003

TSA Contracting Officer:

Name:

Pauline K. Mueller

Signature:

Pauline C Mueller

Date: 7/31/2003

CAT	Airport Name	Airport Code	State
X	Los Angeles International Airport	LAX	CA
X	San Francisco International	SFO	CA
X	Denver International Airport	DEN	CO
X	Orlando International Airport	MCO	FL
X	Miami International Airport	MIA	FL
X	Hartsfield Atlanta International Airport	ATL	GA
X	Honolulu International Airport	HNL	HI
X	O'Hare International Airport	ORD	IL
X	Logan International Airport	BOS	MA
X	BWI International	BWI	MD
X	Detroit Metro Wayne County Airport	DTW	MI
X	Lambert St. Louis International Airport	STL	MO
X	Newark International Airport	EWK	NJ
X	JFK International Airport	JFK	NY
X	Philadelphia International Airport	PHL	PA
X	Luis Munoz Marin International Airport	SJU	PR
X	Dallas/Fort Worth International Airport	DFW	TX
X	George Bush Intercontinental Airport/Houston	IAH	TX
X	Ronald Reagan Washington National Airport	DCA	VA
X	Washington-Dulles International Airport	IAD	VA
X	Seattle-Tacoma International Airport	SEA	WA
I	Ted Stevens Anchorage International Airport	ANC	AK
I	Mobile	MOB	AL
I	Birmingham International Airport	BHM	AL
I	Little Rock National Airport	LIT	AR
I	Phoenix Sky Harbor International Airport	PHX	AZ
I	Tucson International Airport	TUS	AZ
I	Burbank-Glendale-Pasadena Airport	BUR	CA
I	Metropolitan Oakland International Airport	OAK	CA
I	Ontario International Airport	ONT	CA
I	San Diego International Airport, Lindbergh	SAN	CA
I	San Jose International Airport	SJC	CA
I	Sacramento International Airport	SMF	CA
I	John Wayne Airport	SNA	CA
I	Colorado Springs Municipal	COS	CO
I	Bradley International Airport	BDL	CT
I	Ft Lauderdale-Hollywood International Airport	FLL	FL
I	Jacksonville	JAX	FL
I	West Palm Beach International Airport	PBI	FL
I	Southwest Florida International Airport	RSW	FL
I	Sarasota Bradenton International Airport	SRQ	FL
I	Tampa International Airport	TPA	FL
I	Antonio B. Won Pat Guam International Airport	GUM	GU
I	Kahului Airport	OGG	HI
I	Des Moines International Airport	DSM	IA

I	Boise Air Terminal/Gowen Field	BOI	ID
I	Chicago Midway Airport	MDW	IL
I	Indianapolis International Airport	IND	IN
I	Wichita Mid-Continent Airport	ICT	KS
I	Louisville	SDF	KY
I	New Orleans International Airport	MSY	LA
I	Gerald R. Ford International Airport	GRR	MI
I	Minneapolis-St. Paul International Airport	MSP	MN
I	Kansas City International Airport	MCI	MO
I	Charlotte/Douglas International Airport	CLT	NC
I	Piedmont Triad International Airport	GSO	NC
I	Raleigh-Durham International Airport	RDU	NC
I	Eppley Airfield	OMA	NE
I	Albuquerque International Sunport Airport	ABQ	NM
I	McCarran International Airport	LAS	NV
I	Reno/Tahoe International Airport	RNO	NV
I	La Guardia International Airport	LGA	NY
I	Cleveland Hopkins International Airport	CLE	OH
I	Port Columbus International Airport	CMH	OH
I	Cincinnati/Northern Kentucky International Airport	CVG	OH
I	James M. Cox Dayton International Airport	DAY	OH
I	Will Rogers World Airport	OKC	OK
I	Tulsa International Airport	TUL	OK
I	Portland International Airport	PDX	OR
I	Pittsburgh International Airport	PIT	PA
I	T F Green State Airport	PVD	RI
I	Nashville International Airport	BNA	TN
I	Memphis International Airport	MEM	TN
I	Austin-Bergstrom International	AUS	TX
I	Dallas Love Field	DAL	TX
I	El Paso International Airport	ELP	TX
I	William P. Hobby Airport	HOU	TX
I	Midland International Airport	MAF	TX
I	San Antonio International Airport	SAT	TX
I	Salt Lake City International	SLC	UT
I	Spokane International Airport	GEG	WA
I	General Mitchell International Airport	MKE	WI
II	Fairbanks International Airport	FAI	AK
II	Juneau International Airport	JNU	AK
II	Fresno Yosemite International Airport	FAT	CA
II	Palm Springs International Airport	PSP	CA
II	Daytona Beach International Airport	DAB	FL
II	Melbourne International Airport	MLB	FL
II	St Petersburg-Clearwater International Airport	PIE	FL
II	Pensacola Regional Airport	PNS	FL
II	Tallahassee Regional Airport	TLH	FL

II	Savannah International Airport	SAV	GA
II	Hilo International Airport	ITO	HI
II	Kona International Airport	KOA	HI
II	Lihue Airport	LIH	HI
II	The Eastern Iowa Airport	CID	IA
II	Metropolitan Airport Authority of Rock Island	MLI	IL
II	Ft. Wayne International Airport - Baer Field	FWA	IN
II	South Bend Regional Airport	SBN	IN
II	Blue Grass Airport	LEX	KY
II	Baton Rouge Metropolitan Airport	BTR	LA
II	Shreveport Regional Airport	SHV	LA
II	Bangor International Airport	BGR	ME
II	Portland International Jetport	PWM	ME
II	Saipan International Airport	GSN	MP
II	Jackson International Airport	JAN	MS
II	Billings Logan International Airport	BIL	MT
II	Missoula International Airport	MSO	MT
II	Manchester Airport	MHT	NH
II	Albany International Airport	ALB	NY
II	Buffalo Niagara International Airport	BUF	NY
II	Long Island MacArthur Airport	ISP	NY
II	Syracuse-Hancock International Airport	SYR	NY
II	Greater Rochester International Airport	ROC	NY
II	Toledo Express Airport	TOL	OH
II	Harrisburg International Airport	MDT	PA
II	Columbia Metropolitan Airport	CAE	SC
II	Charleston International Airport/AFB	CHS	SC
II	Greenville-Spartanburg Airport	GSP	SC
II	Myrtle Beach International Airport	MYR	SC
II	Joe Foss Field	FSD	SD
II	Chattanooga Metropolitan Airport	CHA	TN
II	McGhee Tyson Airport	TYS	TN
II	Amarillo International	AMA	TX
II	Corpus Christi International Airport	CRP	TX
II	Rio Grande Valley International Airport	HRL	TX
II	Lubbock International Airport	LBB	TX
II	Norfolk International Airport	ORF	VA
II	Richmond International Airport	RIC	VA
II	Cyril E. King International Airport	STT	VI
II	Austin Straubel International Airport	GRB	WI
II	Dane County Regional Airport	MSN	WI
III	Johnston Atoll (USAF Operated)	JON	
III	Midway Island Airport	NQM	
III	Kodiak State Airport	ADQ	AK
III	King Salmon Airport	AKN	AK
III	Bethel Airport	BET	AK

III	Wiley Post/Will Rogers Memorial Airport	BRW	AK
III	Merle K (MUDHOLE) Smith	CDV	AK
III	Dillingham Airport	DLG	AK
III	Unalaska-Dutch Harbor Airport	DUT	AK
III	Gustavus Airport	GST	AK
III	Ketchikan International Airport	KTN	AK
III	Nome Airport	OME	AK
III	Kotzebue 'Ralph Wien Memorial' Airport	OTZ	AK
III	Petersburg Airport	PSG	AK
III	Deadhorse Airport	SCC	AK
III	Sitka 'Rocky Gutierrez' Airport	SIT	AK
III	Wrangell Airport	WRG	AK
III	Yakutat Airport	YAK	AK
III	Huntsville-Madison Cnty Airport	HSV	AL
III	Montgomery Regional Airport (Dannelly Field)	MGM	AL
III	Fort Smith Municipal Airport	FSM	AR
III	Texarkana Regional Airport	TXK	AR
III	Northwest Arkansas Regional Airport	XNA	AR
III	Laughlin/Bullhead City Airport	IFP	AZ
III	Meadows Field, Bakersfield Airport	BFL	CA
III	Kwajalein Missile Range (KWA)(US Army Operated)	KWA	CA
III	Long Beach Daugherty Field Airport	LGB	CA
III	Monterey Peninsula Airport	MRY	CA
III	Santa Barbara Municipal Airport	SBA	CA
III	Colorado Plains Regional Airport	AKO	CO
III	Aspen Pitkin County Sardy Field	ASE	CO
III	Durango-La Plata County Airport	DRO	CO
III	Eagle County Regional Airport	EGE	CO
III	Fort Collins-Loveland Municipal	FNL	CO
III	Walker Field Airport	GJT	CO
III	Gunnison County Airport	GUC	CO
III	Yampa Valley Regional Airport	HDN	CO
III	Montrose County Airport	MTJ	CO
III	Pueblo Memorial Airport	PUB	CO
III	Garfield County Regional Airport	RIL	CO
III	Gainesville Regional Airport	GNV	FL
III	Panama City-Bay County International Airport	PFN	FL
III	Orlando Sanford Airport	SFB	FL
III	Okaloosa County Air Terminal	VPS	FL
III	Bush Field Airport	AGS	GA
III	Columbus Metropolitan Airport	CSG	GA
III	Pago Pago-American Samoa	PPG	GU
III	Lanai Airport	LNJ	HI
III	Molokai Airport	MKK	HI
III	Sioux Gateway Airport	SUX	IA
III	Idaho Falls Regional Airport	IDA	ID

III	Lewiston Nez-Perce County Regional Airport	LWS	ID
III	Pocatello Regional Airport	PIH	ID
III	Friedman Memorial Airport	SUN	ID
III	MidAmerica Airport	BLV	IL
III	Bloomington-Normal Airport	BMI	IL
III	University Of Illinois-Willard Airport	CMI	IL
III	Greater Peoria Airport	PIA	IL
III	Capital Airport	SPI	IL
III	Evansville Regional Airport	EVV	IN
III	Gary Regional Airport	GYV	IN
III	Lafayette Regional Airport	LFT	LA
III	Monroe Regional Airport	MLU	LA
III	Westover Metropolitan Airport	CEF	MA
III	Worcester Regional Airport	ORH	MA
III	Kalamazoo/Battle Creek Int'l Airport	AZO	MI
III	Bishop International Airport	FNT	MI
III	Capital City Airport	LAN	MI
III	MBS International Airport	MBS	MI
III	Cherry Capital Airport	TVC	MI
III	Duluth International Airport	DLH	MN
III	Rochester International Airport	RST	MN
III	Springfield/Branson Regional Airport	SGF	MO
III	Gulfport-Biloxi International Airport	GPT	MS
III	Bert Mooney Airport	BTM	MT
III	Gallatin Field Airport	BZN	MT
III	Glacier Park International Airport	FCA	MT
III	Great Falls International Airport	GTF	MT
III	Helena Regional Airport	HLN	MT
III	Asheville Regional Airport	AVL	NC
III	Fayetteville Regional Airport	FAY	NC
III	Wilmington International Airport	ILM	NC
III	Kinston Regional Jetport	ISO	NC
III	Bismarck Municipal Airport	BIS	ND
III	Hector International Airport	FAR	ND
III	Grand Forks Mark Andrews International Airport	GFK	ND
III	Minot International Airport	MOT	ND
III	Lincoln Municipal Airport	LNK	NE
III	Pease International Airport	PSM	NH
III	Atlantic City International	ACY	NJ
III	Elko Regional Airport	EKO	NV
III	Binghamton Regional Airport	BGM	NY
III	Elmira-Corning Regional Airport	ELM	NY
III	Westchester County Airport	HPN	NY
III	Tompkins County Airport	ITH	NY
III	Stewart Airport	SWF	NY
III	Oneida County Airport	UCA	NY

III	Akron-Canton Regional Airport	CAK	OH
III	Youngstown-Warren Regional Airport	YNG	OH
III	Eugene Airport/Mahlon Sweet Field	EUG	OR
III	Rogue Valley International-Medford	MFR	OR
III	Roberts Field	RDM	OR
III	Lehigh Valley International Airport	ABE	PA
III	Wilkes Barre/Scranton International Airport	AVP	PA
III	Erie International Airport	ERI	PA
III	Rafael Hernandez Airport	BQN	PR
III	Eugenio Maria De Hostos	MAZ	PR
III	Rapid City Regional Airport	RAP	SD
III	Tri-Cities Regional Airport	TRI	TN
III	Abilene Regional Airport	ABI	TX
III	Waco Regional Airport	ACT	TX
III	Brownsville/South Padre International	BRO	TX
III	Gregg County Airport	GGG	TX
III	Laredo International Airport	LRD	TX
III	McAllen-Miller International Airport	MFE	TX
III	Sheppard AFB/Wichita Falls Muni Airport	SPS	TX
III	Charlottesville/Albemarle Airport	CHO	VA
III	Lynchburg Regional Airport	LYH	VA
III	Newport News/Williamsburg International Airport	PHF	VA
III	Roanoke Regional Airport	ROA	VA
III	Henry E. Rohlsen Airport	STX	VI
III	Burlington International Airport	BTV	VT
III	Bellingham International Airport	BLI	WA
III	William R. Fairchild International Airport	CLM	WA
III	Grant County Airport	MWH	WA
III	Tri-Cities Airport	PSC	WA
III	Pullman/Moscow Regional Airport	PUW	WA
III	Yakima Air Terminal-McAllister Field	YKM	WA
III	Outagamie County Airport	ATW	WI
III	Central Wisconsin Regional Airport	CWA	WI
III	La Crosse Municipal Airport	LSE	WI
III	Yeager Airport	CRW	WV
III	Tri-State Airport	HTS	WV
III	Jackson Hole Airport	JAC	WY
IV	Provincetown	PVA	
IV	Tinian	TIQ	
IV	Dothan-Houston County Airport	DHN	AL
IV	Northwest Alabama Regional Airport (Muscle Shoals Airport)	MSL	AL
IV	Sierra Vista Municipal Airport	FHU	AZ
IV	Flagstaff Pulliam Airport	FLG	AZ
IV	Lake Havasu City Municipal Airport	HII	AZ
IV	Kingman Airport Authority, Inc.	IGM	AZ
IV	Page Municipal Airport	PGA	AZ

IV	Prescott Municipal Airport	PRC	AZ
IV	Yuma International Airport	YUM	AZ
IV	Arcata-Eureka Airport	ACV	CA
IV	Crescent City Airport	CEC	CA
IV	Chico Municipal Airport	CIC	CA
IV	McClellan-Palomar Airport	CRQ	CA
IV	Imperial County Airport	IPL	CA
IV	Indian Wells Valley Airport District	IYK	CA
IV	Modesto City County Airport H Sham Field	MOD	CA
IV	Oxnard Airport	OXR	CA
IV	Redding Municipal Airport	RDD	CA
IV	San Luis Obispo County Airport	SBP	CA
IV	Stockton Metropolitan Airport	SCK	CA
IV	Santa Maria Public Airport	SMX	CA
IV	Charles Schwartz - Sonoma County Airport	SIS	CA
IV	Visalia Municipal Airport	VIS	CA
IV	Alamosa-San Luis Valley Airport/Bergman Field	ALS	CO
IV	Cortez Municipal Airport	CEZ	CO
IV	Telluride Regional Airport	TEX	CO
IV	Groton - New London Airport	GON	CT
IV	Tweed - New Haven Airport	HVN	CT
IV	Naples Municipal Airport	APF	FL
IV	Key West International Airport	EYW	FL
IV	Southwest Georgia Regional Airport	ABY	GA
IV	Athens / Ben Epps Airport	AHN	GA
IV	Glynco Jetport	BQK	GA
IV	Middle Georgia Regional Airport	MCN	GA
IV	Valdosta Municipal Airport	VLD	GA
IV	Waterloo Municipal Airport	ALO	IA
IV	Southeast Iowa Regional Airport Authority	BRL	IA
IV	Dubuque Regional Airport	DBQ	IA
IV	Fort Dodge Municipal Airport	FOD	IA
IV	Mason City Municipal Airport	MCW	IA
IV	"Joslin Field, Magic Valley Regional Airport"	TWF	ID
IV	Decatur Airport	DEC	IL
IV	Williamson County Airport	MWA	IL
IV	Greater Rockford Airport	RFD	IL
IV	Quincy Regional Airport-Baldwin Field	UIN	IL
IV	Purdue University Airport	LAF	IN
IV	Dodge City Regional Airport	DDC	KS
IV	Forbes Field	FOE	KS
IV	Great Bend	GBD	KS
IV	Garden City Municipal Airport	GCK	KS
IV	Hays Regional Airport	HYS	KS
IV	Liberal Municipal Airport	LBL	KS
IV	Manhattan	MHK	KS

IV	Salina	SLN	KS
IV	Owensboro Daviess County Airport	OWB	KY
IV	Barkley Regional Airport	PAH	KY
IV	Alexandria International Airport	AEX	LA
IV	Lake Charles Regional Airport	LCH	LA
IV	Nantucket Memorial Airport	ACK	MA
IV	Hanscom Field	BED	MA
IV	Barnstable Municipal Airport	HYA	MA
IV	Martha's Vineyard Airport	MVY	MA
IV	Provincetown Municipal Airport	PVC	MA
IV	Hagerstown Regional Airport	HGR	MD
IV	Salisbury/Wicomico County Regional Airport	SBY	MD
IV	Augusta State Airport	AUG	ME
IV	Hancock County Bar Harbor Airport	BHB	ME
IV	Northern Maine Regional Airport	PQI	ME
IV	Knox County Regional Airport	RKD	ME
IV	Alpena County Regional Airport	APN	MI
IV	Houghton County Memorial Airport	CMX	MI
IV	Delta County Airport	ESC	MI
IV	Ford Airport	IMT	MI
IV	Gogebic County Airport	IWD	MI
IV	Manistee County Blacker Airport	MBL	MI
IV	Muskegon County International Airport	MKG	MI
IV	Pellston Regional Airport of Emmet County	PLN	MI
IV	Sawyer International Airport	SAW	MI
IV	Bemidji City County Airport	BJI	MN
IV	Brainerd-Crow Wing County Airport	BRD	MN
IV	Ely Municipal Airport	ELO	MN
IV	Grand Rapids-Itasca County Airport	GPZ	MN
IV	Chisholm-Elk River Municipal Airport	HIB	MN
IV	Falls International Airport	INL	MN
IV	St. Cloud Regional Airport	STC	MN
IV	Thief River Falls Regional Airport	TVF	MN
IV	Cape Girardeau Regional Airport	CGI	MO
IV	Columbia Regional Airport	COU	MO
IV	Kirksville Regional Airport	IRK	MO
IV	Joplin Regional Airport	JLN	MO
IV	Forney Army Airfield	TBN	MO
IV	Mid Delta Regional Airport	GLH	MS
IV	Golden Triangle Regional Airport	GTR	MS
IV	Meridian Regional Airport - Key Field	MEI	MS
IV	Hattiesburg-Laurel Regional Airport	PIB	MS
IV	Tupelo Regional Airport	TUP	MS
IV	Yellowstone Airport	WYS	MT
IV	Craven County Regional Airport	EWN	NC
IV	Hickory Regional Airport	HKY	NC

IV	Albert J Ellis Airport	OAJ	NC
IV	Pitt-Greenville Airport	PGV	NC
IV	Moore County Airport	SOP	NC
IV	Dickinson Municipal Airport	DIK	ND
IV	Devils Lake Municipal Airport, Knoke Field	DVL	ND
IV	Stoulin Field International Airport	ISN	ND
IV	Jamestown Municipal	JMS	ND
IV	Alliance Municipal Airport	AIA	NE
IV	Westchester County Airport	BFF	NE
IV	Chadron Municipal Airport	CDR	NE
IV	Kearney Municipal Airport	EAR	NE
IV	Central Nebraska Regional Airport	GRI	NE
IV	North Platte Regional Airport	LBF	NE
IV	McCook Municipal Airport	MCK	NE
IV	Karl Stefan Memorial Airport	OFK	NE
IV	Lebanon Municipal Airport	LEB	NH
IV	Trenton-Mercer Airport	TTN	NJ
IV	Four Corners Regional Airport	FMN	NM
IV	Santa Fe Municipal Airport	SAF	NM
IV	Watertown International Airport	ART	NY
IV	Niagara Falls International Airport	IAG	NY
IV	Chautauqua County Airport	JHW	NY
IV	Massena International Airport	MSS	NY
IV	Ogdensburg International Airport	OGS	NY
IV	Clinton County Airport	PLB	NY
IV	Adirondack Regional Airport	SLK	NY
IV	Lawton / Ft. Sill Regional Airport	LAW	OK
IV	Ponca City	PNC	OK
IV	Enid Woodring Municipal Airport	WDG	OK
IV	Klamath Falls Airport	LMT	OR
IV	North Bend Municipal Airport	OTH	OR
IV	Eastern Oregon Regional Airport at Pendleton	PDT	OR
IV	Altoona-Blair County Airport	AOO	PA
IV	Bradford Regional Airport	BFD	PA
IV	Dubois-Jefferson County Airport	DUJ	PA
IV	Venango Regional Airport	FKL	PA
IV	Williamsport Regional Airport	IPT	PA
IV	Johnstown-Cambria County Airport	JST	PA
IV	Arnold Palmer Regional Airport	LBE	PA
IV	Lancaster Airport	LNS	PA
IV	Reading Regional Airport	RDG	PA
IV	University Park Airport	UNV	PA
IV	Florence Regional Airport	FLO	SC
IV	Hilton Head Airport	HHH	SC
IV	Aberdeen Regional Airport	ABR	SD
IV	Watertown Regional Airport	ATY	SD

IV	Brookings Regional Airport	BKX	SD
IV	Huron Municipal Airport	HON	SD
IV	Pierre Regional Airport	PIR	SD
IV	Mckellar-Sipes Regional Airport	MKL	TN
IV	Southeast Texas Regional Airport	BPT	TX
IV	Easterwood Airport	CLL	TX
IV	Ellington Field	EFD	TX
IV	Killeen Municipal Airport	ILE	TX
IV	San Angelo Regional Airport	SJT	TX
IV	Tyler Pounds Field Airport	TYR	TX
IV	Victoria Regional Airport	VCT	TX
IV	Cedar City Municipal	CDC	UT
IV	Canyonlands Field Airport	CNY	UT
IV	St. George Municipal Airport	SGU	UT
IV	Vernal/Uintah County Airport	VEL	UT
IV	Shenandoah Valley Airport	SHD	VA
IV	Rutland State Airport	RUT	VT
IV	Walla Walla Regional Airport	ALW	WA
IV	Pangborn Memorial Airport	EAT	WA
IV	Olympia Airport	OLM	WA
IV	Chippewa County International Airport	CIU	WI
IV	Chippewa Valley Regional Airport	EAU	WI
IV	Wittman Field Airport	OSH	WI
IV	Rhinelanders-Oneida County Airport	RHI	WI
IV	Raliegh County Memorial Airport	BKW	WV
IV	Mercer County Airport	BLF	WV
IV	Greater Cumberland Regional Airport	CBE	WV
IV	Benedum Airport	CKB	WV
IV	Greenbrier Valley Airport	LWB	WV
IV	Morgantown Municipal Airport	MGW	WV
IV	Wood County Airport	PKB	WV
IV	Yellowstone Regional Airport	COD	WY
IV	Natrona International Airport	CPR	WY
IV	Cheyenne Airport	CYS	WY
IV	Gillette-Campbell County	GCC	WY
IV	Laramie Regional Airport	LAR	WY
IV	Riverton Regional Airport	RIW	WY
IV	Rock Springs-Sweetwater County	RKS	WY
IV	Sheridan County Airport	SHR	WY
IV	Worland Muni Airport	WRL	WY

ATTACHMENT NUMBER J-10

INCENTIVE FEE DETERMINATION PLAN

A. INTRODUCTION

1. This plan covers the administration of the incentive/disincentive fee provision for Contract No. DTSA02-03-C-00546, HR Services. This plan describes the method for assessing the Contractor's performance rating and to determine whether and to what extent such performance merits an incentive/disincentive fee amount. The incentive fee is intended to provide motivation and reward for excellence in contract performance in such areas as are identified in the Service Level Agreement between the Government and the Contractor and the disincentive fee is intended to penalize the contractor for inferior performance.

2. The maximum incentive fee pool will be 5% of the target cost of the contract for each year divided into two evaluation periods. In the event the Contractor does not earn the maximum amount of a respective pool, the amount available will roll over for the next Performance Period Review. However, it will only be available within the performance period of one year. A maximum disincentive fee will be (2.5%). The Fee Determination Official (FDO), in accordance with this plan, will determine the incentive/disincentive fee. Incentive Fee determinations are not subject to the "DISPUTES" clause of this contract.

B. ORGANIZATIONAL STRUCTURE FOR INCENTIVE FEE ADMINISTRATION

1. The following organizational structure is established for administering the incentive fee provisions of the contract:

a. Program Manager (PM). The PM is the individual responsible for the area of work performed by the Contractor. The PM typically defines the contract requirements and the outcome. The PM is also in the best position to assess the overall performance of the contract because (s)he is intimately familiar with all relevant factors affecting the Contractor's performance. The PM will collect and review the monthly Contractor performance reports, evaluate contractor's success in achieving outcomes, review other documents relevant to contractor's performance and assign an overall Contractor rating with supporting narrative, and submit the rating and narrative to the COR.

b. Contracting Officer's Representative (COR). The COR shall serve as an advisor to the Performance Evaluation Board (PEB). The COR will be responsible for arranging the semi-annual PEB meetings; collecting the PM's performance evaluation reports, narratives and ratings; and finally coordinating the final PEB report and sending it, along with the Contractor's self evaluation, to the FDO.

c. Performance Evaluation Board (PEB). The chairperson of the PEB is the Program Executive Officer. The primary responsibility of the Board is to submit a PEB Report to the FDO covering the Board's recommended semi-annual incentive fee amounts. The voting members, at a minimum, will include:

- Deputy Assistant Administrator for Human Resources Operations, TSA (or designee)
- Program Executive Officer
- Contracting Officer
- Contracting Officer's Representative (Advisor)

d. Fee Determination Official (FDO). The FDO is the Assistant Administrator for Human Resources, TSA. Primary responsibilities include reviewing recommendations of the PEB and any other source of information deemed pertinent, approve the incentive fee earned and payable for each evaluation period, ensure the Contractor is notified of the decision in writing by the Contracting Officer or return the Performance Evaluation Board report for reconsideration, and approve changes in the Award Fee Plan.

C. EVALUATION REQUIREMENTS

1. Performance evaluation for incentive fee will be conducted upon completion of the evaluation period.
2. Within the two weeks following receipt of the monthly service report (due the tenth business day of each month) the PM will arrange and conduct a meeting with the Contractor to discuss performance during the period as part of the Government's ongoing quality assurance effort.
3. The contractor may submit a self-evaluation report to the PEB Chairperson in conjunction with the six-month service report (due the fifteenth business day following the six-month period) prior to the PEB convening.
4. The Government will schedule a meeting with the Contractor following notification of the FDO's determination of incentive/disincentive fee to discuss the Board's comments.

D. EVALUATION METHOD, CRITERIA AND SCORE

1. It is the Government's intent to focus on the Target Service Levels established in the Service Level Agreement for the Metric Objectives. It is the Government's overall expectation that the contractor will provide, as a minimum, the types, levels and quality of services that comply with established standards.

2. Each Metric Objective, as applicable, shall be evaluated based on the criteria shown below:

a.	<u>Performance Evaluation Criteria</u>	<u>Weight</u>
	(1) Delivery of Work	25%
	(2) Operational Effectiveness	25%
	(3) Project Management	25%
	(4) Customer Satisfaction	15%
	(5) Commitment to Small Business	10%

3. In order to evaluate a Metric Objective using the Performance Evaluation Criteria, the PEB will take into consideration the following: (a) contractor's success in achieving the Target Service Level for each Metric Objective contained in the Service Level Agreement, (b) PM's monthly evaluations, (c) narratives presented by the PM in support of his/her ratings, and (d) any other matter pertinent to fairly assessing the contractor's overall performance. A narrative will support the overall rating. Descriptive and percentage guidelines for the overall rating are provided below.

<u>Evaluation Score</u>	<u>Narrative</u>
95-100	Excellent. The contractor has demonstrated creativity, ingenuity, initiative, and/or excellent performance even under adverse conditions.
90-94	Very Good. The contractor demonstrates high quality performance with minor deficiencies in a few areas. These deficiencies are offset by superior performance in other areas.
85-89	Good. The quality of performance is acceptable, but deficiencies needing improvement have been noted.
80-84	Poor. Frequently fails to meet the expected performance levels such as Target Service Levels, delivery of work, quality control, or project management. Major performance deficiencies exist and have been documented.

4. The Performance Evaluation Board will evaluate the Contractor's overall performance and determine the percentage of incentive fee earned by taking into consideration the following: (a) ratings and their relative weights, (b) narratives presented by the PM in support of his/her ratings, and (c) all relevant factors not taken into consideration by the PM.

5. The following schedule establishes the disincentive/incentive fee percentage to be awarded for the numerical point value earned:

<u>Earned Numerical Score</u>	<u>Percentage Range of Disincentive Fee Pool</u>
Under 76	91-100
76-80	51-90
81-85	0-50

<u>Earned Numerical Score</u>	<u>Percentage Range of Incentive Fee Pool</u>
86-90	40-60
91-95	61-85
96-100	86-100

The disincentive fee will be applied if the overall performance evaluation is below 86. The incentive fee will be earned and paid only if the overall performance evaluation is 86 or higher.

E. PERFORMANCE EVALUATION CRITERIA OUTCOMES

a. **Delivery of Work.** Relative Weight: 25%

This element includes a continued strong commitment, and continually enforced implementation of such commitment, to effectively manage the HR program by producing and delivering the highest quality of services, products, and materials beyond meeting contract requirements and minimum industry standards; execute work using best trade practices with high standards of service and craftsmanship; and avoiding work or service performance defects.

b. **Operational Effectiveness.** Relative Weight: 25%

This element includes continuous integration and enforcement of quality control concerns at all levels of work execution, from Project Management to field personnel and sub-contractors. Improve effectiveness of program by timely identification, correction, and resolution of all problems related to both quality of work and quality control including providing the quality control action to correct deficiencies and prevent re-occurrence of problems; and effective prevention of quality problems.

c. **Project Management.** Relative Weight 25%

This element includes overall responsiveness to Government requirements; effective planning for work execution; effective response to fluctuations in workload; effective management of both personnel and materials affective work performance; overall effective management, administration, oversight, and control of both prime and sub-contractor work; timely, effective and frequent communications with Government personnel; effectiveness in maintaining complete, accurate, current, and readily-available records; responsiveness in delivering required work on schedule; responsiveness to Government requests for information related to this project; and cost saving initiatives proposed.

d. **Customer Satisfaction.** Relative Weight: 15%

This includes all TSA employees, from non-supervisory to top-level executives.

e. **Commitment to Small Business.** Relative Weight: 10%

This element includes meeting and/or exceeding proposed goals for use of small business, small disadvantaged business, women-owned businesses, HUB Zone and HBCU/MI business in the execution of project work.

F. COMPUTATION OF EVALUATION SCORES

Each Metric Objective is individually rated with a numerical score based on the performance evaluation criteria. The score is then multiplied by the relative weight of the criteria element to obtain a weighted score. The weighted scores are added to obtain the Earned Numerical Score.

The sum of the weighted scores for all criteria elements will yield the overall evaluation score for the Metric Objective as follows:

Evaluation Criterion	Evaluation Score	X	Relative Weight	=	Weighted Score
Delivery of Work			25%		
Operational Effectiveness			25%		
Project Management			25%		
Customer Satisfaction			15%		
Commitment to Small Business			10%		
Earned Numerical Score					

G. EXAMPLE

Evaluation Criterion	Evaluation Score	X	Relative Weight	=	Weighted Score
Delivery of Work	90		25%		22.5
Operational Effectiveness	80		25%		20
Project Management	95		25%		23.75
Customer Satisfaction	85		15%		12.75
Commitment to Small Business	95		10%		9.5
Earned Numerical Score					88.5

The Earned Numerical Score for each Metric Objective with activity during the evaluation period will then be utilized to determine the percentage of Disincentive/Incentive Fee Pool earned by the Contractor for that Metric Objective.

H. CHANGES IN PLAN

At least 15 calendar days prior to the end of each evaluation period the PEB may submit changes applicable to the next evaluation period for approval by the FDO with appropriate comments and justification. At the same time, the PEB will inform the contractor of the proposed changes. At least ten calendar days before the beginning of an evaluation period, the Contracting Officer will notify the contractor in writing of the proposed changes to be applied during the next period. Any matters covered in this plan not otherwise requiring mutual agreement under the contract may be changed unilaterally by the FDO prior to the beginning of an evaluation period by timely written notice to the Contractor.